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Third Annual JOBBER'S SALESMAN'S NUMBER—February, 1920

Electrical Merchandising

Vol. XXIII, No. 2

McGraw-Hill Co., Inc., New York

20 Cents a Copy



*This year
the profits of
our dealers from
the sales of
HOOVERS will
reach a total
more than THREE
TIMES as great
as last year
because our
production has
been trebled*

The
HOOVER SUCTION
SWEEPER COMPANY
*The oldest and largest makers
of electric cleaners*
North Canton, Ohio
Hamilton, Canada

The HOOVER *IT BEATS
as it Sweeps
as it Cleans*



YOUR MOST CONSCIENTIOUS WORKMAN

The present overwhelming demands for manufactured goods make increased production an immediate necessity.

Tests, carefully conducted by many industrial managers, have proved that good light, plenty of light, properly directed light—is the quickest and most inexpensive means of increasing production.

Industrial lighting which has not been modernized within the past five years is obsolete. In limiting

production, obsolete lighting is an unnecessary, unwarranted expense.

An increased production of 10% to 15%, at a cost of about 1% of the pay-roll, has been accomplished by a higher intensity of light with Edison MAZDA lamps.

Definite facts and figures, which will be sent to any industrial manager on request, prove the saving and the earning power of better lighting in every manufacturing process.

This advertisement appears in the February 21st issue of The Saturday Evening Post



EDISON MAZDA

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EDISON LAMP WORKS OF GENERAL ELECTRIC COMPANY

Electrical Merchandising

The Monthly Magazine of the Electrical Trade

O. H. CALDWELL, Editor

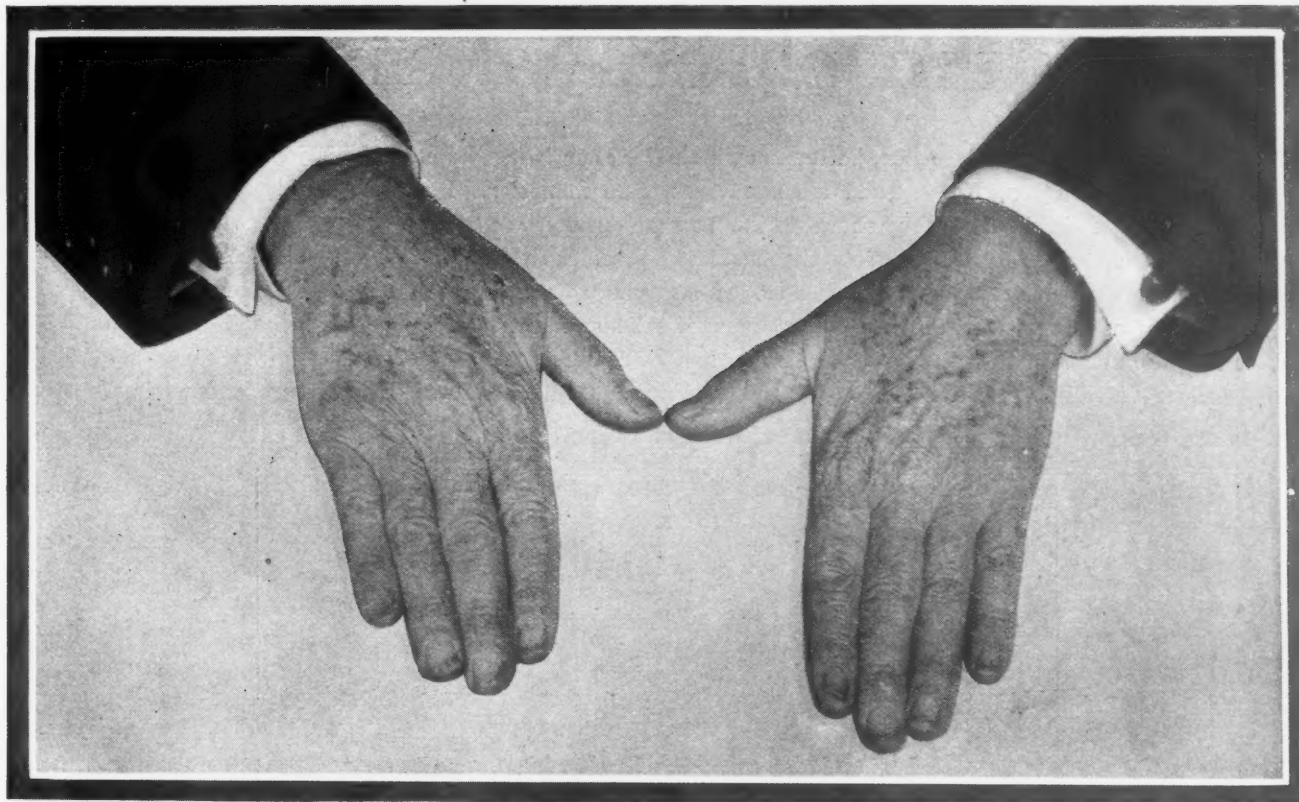


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THE HANDS OF THOMAS A. EDISON

No other pair of hands in all human history has contributed to mankind such means for enlightenment, education and entertainment, such gifts for saving time and labor, such industrial and material wealth, such enhancement of human achievement, com-

fort and convenience, as these—the toilworn chemical-stained hands of Edison! On February 11 the inventor passed his 73rd birthday. To him, the electrical industry, the nation, and the whole civilized world join in paying grateful and affectionate tribute.

This Third Jobber's Salesman's Number

THIS is the third annual Jobber's Salesman's Number of **ELECTRICAL MERCHANDISING**. Our first Jobber's Salesman's Number appeared in February, 1918; the second followed it, twelve months later, in February, 1919. By February, 1920, therefore, the idea of devoting the February issue to the interest of the jobber's salesman has become a pretty thoroughly established event on our editorial calendar; while from month to month a special department, "The Jobber's Salesman," has kept the message going to 3,000 jobber's salesmen readers.

Any magazine designed to be a handbook for the electrical jobber's salesman must be also a complete textbook on merchandising and on electrical merchandise. The jobber's salesman today is essentially a teacher. And just as the teacher of chemistry needs to keep in touch with the current literature on chemistry, so the

teaching staff of the jobber's organization needs to keep in touch with the wide and rapidly expanding electrical selling field covered by **ELECTRICAL MERCHANDISING**.

A Forum of the Whole Industry

A NEW NOTE in electrical organizations was sounded, and a lofty purpose outlined for the good of the whole electrical industry, when a devoted and unselfish little group of workers launched at New York City, on Jan. 30, the Conference-Club Plan for a forum of the whole electrical industry—a forum to discuss the common problems affecting all groups.

The new Conference Club forum has the leadership and the membership to enable it to perform a great function in the industry on a plane of disinterestedness which no organization has hitherto attempted. We believe it will be tremendously useful.

McGRAW-HILL COMPANY, INC., Tenth Avenue at 36th Street, NEW YORK

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Publisher of

Electrical Merchandising
Electrical World
Journal of Electricity

American Machinist
Electric Railway Journal
Engineering and Mining Journal
Power
Chemical and Metallurgical Engineering
Engineering News-Record
Ingeniería Internacional

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Of This Number 12,500 Copies Are Issued

ELECTRICAL MERCHANDISING { Member Society for Electrical Development, Inc.
Member Audit Bureau of Circulations.
Member Associated Business Papers, Inc. } **"DO IT ELECTRICALLY"**

Helping to Build Up Stores Like This One Is the Jobber's Salesman's Job

TWO YEARS ago B. F. D. Allen, better known as "Ben," of Lexington, Ky., opened a contractor-dealer business in the little shop shown in the first picture. The shop was half a mile from the business center of the town. His entire stock was valued at \$400. His chief asset was Mrs. Allen, who took care of the dealer trade and ran the office while Mr. Allen and his one helper did all the construction work.

Then, with the help of his jobber's salesman as guide and counselor, "Ben" got busy!

Today Mr. Allen's store is in the heart of town. Besides the shop, office and salesroom on the first floor, there is a large basement full of merchandise; the Allen Electric Company is good for a \$10,000 bank credit; and a force of twenty-five men is needed to handle a large appliance, fixture and wiring business.



Two Years from a \$400 Nest-Egg to a \$10,000 Bank Credit

Electrical Merchandising

The Monthly Magazine of the Electrical Trade

With which is incorporated ELECTRICAL MERCHANDISE

Volume 23

February, 1920

Number 2

The Jobber's Salesman— Maker of Merchants, Builder of Business

IN THIS YEAR 1920 the Jobber's Salesman, and his boss, the Jobber himself, deserve the congratulations of the whole electrical industry. For the jobber's man today is keenly alive to the real constructive part that he can play in the great scheme of things electrical.

And he is "hard at it"—with all his native pep, energy, enthusiasm and resourcefulness—(1) *to build retail business*, (2) *to train his customers in better selling methods*, and (3) *to create new retail outlets for the electrical industry*. That, in this year 1920, is the jobber's salesman's job.

Away back in 1918 when ELECTRICAL MERCHANDISING first got out a jobber's salesman's number (and here we are now with our *third annual* such number!) there were many other problems confronting the jobber's salesman; problems, however, that had to do chiefly with himself and with organizing his own abilities to sell and to get the order on the dotted line—problems of personal salesmanship.

Last year, in our Jobber's Salesman's Number for 1919, ELECTRICAL MERCHANDISING emphasized the point that more and more the jobber's salesman must be the educator and counselor of the retail trade—the teacher of merchandising methods, the instructor in proper accounting, the consultant on store arrangement and stock purchases, the conferee on window displays, the adviser on financing and instalment-payment plans. In short, that the jobber's salesman's job is *to build real business for his retailers*, and *to make real merchants for his house*.

And now the year 1920 finds a mighty growth of merchandising effort all over this continent. New stores are being opened. Existing stores are being re-equipped and enlarged. And throughout it all the electrical jobber's salesman is doing his job in the constructive manner of his time. No longer is he content merely to "take orders," or even to limit his efforts to increasing his personal efficiency as a salesman.

Upon him has been thrust a greater mission. He has heard the call to broader fields of teaching merchandising methods, and to greater usefulness in leading the way for other men.

To discharge these new responsibilities the jobber's man must study the science of merchandising and retail selling from every angle. He must analyze the methods and experiences of retailers with whom he comes in daily contact, sifting out the best ideas of each, to be passed along to the next man. He must be a careful reader of the magazines which cover the whole broad subject of retail selling, and exchange the best merchandising thoughts of electrical selling men everywhere. He must become a leader in local associations of electrical retailers, inspiring their members to realize upon the new ideals and greater opportunities of a remade world.

To every Jobber's Salesman who thus *sees his responsibilities as teacher and leader, as builder of trade and maker of merchants*—not only this third annual Jobber's Salesman's issue, but every page of every other issue of ELECTRICAL MERCHANDISING is sincerely dedicated!

A Forum of the Whole Industry

Proposal to Extend the Conference-Club Idea to Form a "Thought-Organization" Representative of All Electrical Groups, for the Discussion of Common Problems with Respect to the Interests of the Public and of the Industry as a Whole

AT NEW YORK on Jan. 29 and 30, under the leadership of L. K. Comstock, chairman of the Conference Club, there was unfolded a proposal of far-reaching significance, to extend the Conference Club idea into becoming an "inter-group forum of the entire electrical industry"—membership in this new, enlarged Conference Club to include representatives of central stations, electrical manufacturers, jobbers, contractor-dealers, consulting engineers, and the electrical press.

It was suggested that a "thought organization" of this kind for the discussion of the larger problems of the electrical industry—although without authority to execute its conclusions—might be of much help in guiding the practical activity of present associations of the various groups, co-ordinating the work of existing associations, as well as treating with the fundamental problems of the industry.

Moreover, it was emphasized that while the members of the new Conference Club would necessarily be chosen from the various groups in the industry, each would be expected to discuss any problems before the Club, not as a representative of any special group but only with respect to the best interests of the entire industry as viewed in the light of the special knowledge of the individual members taking part in the discussion.

Following the preliminary regular sessions of the Conference Club at the Biltmore Hotel, the first general gathering of representatives of all groups to discuss the broad plan of "a forum of the electrical industry" was held at Delmonico's on the evening of Jan. 30. Those present included:

R. M. Ballard, president N.E.L.A., and M. H. Aylesworth, executive assistant to Mr. Ballard, representing the central stations.

Frank S. Price, Boston; W. I. Bickford, Pittsburgh; R. L. Grant and A. Pozzini, New York city,

Clarence Wheeler, Rochester, N. Y., and H. S. Walker, Philadelphia, representing jobbers.

H. M. Shute, Pittsburgh; J. Nelson Shreve, New York City; A. L. Doremus, Milwaukee; J. J. Gibson, Pittsburgh; Judge C. W. Appleton, New York City; J. J. Jackson, Pittsburgh; H. Kirkland, Hartford, Conn.; W. L. Goodwin, New York; S. A. Chase, New York; D. R. G.

The proposed forum would study the common problems of all groups in the electrical industry with respect to—

First, the interest of the public;

Second, the interest of the electrical industry as a whole;

Third, the interest of the groups in the industry;

Fourth, the interest of individual companies and corporations, and

Fifth, the interest of individuals.

Palmer, New York; Fred Adam, St. Louis, and A. D. Babson, New York, representing manufacturers.

L. K. Comstock, New York; F. M. Lord, New York; W. Creighton Peet, New York; J. Livingston, New York; G. M. Sanborn, Indianapolis; T. B. Hatfield, Indianapolis; K. A. MacIntyre, Toronto; A. Pen Denton, Kansas City; E. M. Baldwin, Hartford, Conn.; A. J. Hixon, Boston; L. H. Lamont, Chicago, representing electrical contractors.

Bassett Jones, New York, representing the consulting engineers; W. Stanley Parker, Boston, representing the architects, and W. H. Onken, Jr., D. H. Braymer and O. H. Caldwell, representing the electrical press.

With Chairman Comstock acting as toastmaster, there were brief

speeches by the Messrs. Goodwin, Ballard, Price, Appleton, Jones, Parker, Onken and Jackson.

Probably the keynote speech of the evening was that by Mr. Goodwin, who declared that with the gathering of representatives of all groups in the electrical industry to discuss common problems of the industry, one of his own fondest dreams had at last come true. Though developed by engineers, the electrical industry will, he said, in five years be in the hands of the commercial men of the industry. For soon it will not be a problem of selling our product, but a problem to supply the demand.

Because of the service that the electrical industry is capable of rendering to mankind, there is a peculiar responsibility resting on the men of the electrical industry—a responsibility beyond the measure of the return we secure from our product. Heretofore there has never been a "supreme court" in the electrical industry, as that proposed in the new forum of the industry. Selfish interests have led us to commit acts detrimental to the industry and to each other. With the tremendous development now opening up, there is however now ample opportunity for all.

In enumerating the larger common problems to come before a forum of the kind planned for the Conference Club, Mr. Goodwin mentioned the preparation of a code of ethics for the industry; publicity for all trade activities, and education of the public; standardization of plugs, currents, etc.; legislation to permit industry to expand; adequate financing; investment by electrical men in electrical securities.

Perhaps the best statement of the aims and purposes of the new inter-group Conference Club is to be found in the passages of the report recommending a re-organization of the body, penned by Sullivan W. Jones, its gifted secretary. The report reads:

"The products of the electrical industry, as they now flow from producer to the consuming public, may be likened to the waters of a great river which find their way to the sea through a delta of disordered channels which cross and recross and are constantly changing in direction and combination. The delta of mediums by which electrical products reach the consumer sea has been created just as have the deltas of great rivers—by the pressure of the waters cutting channels along the lines of least resistance. And the simile may be carried still further, for we have the same difficulties in controlling the flow of products, preventing inundations and in securing relief through enlarging old channels and making new ones which are confronted, for example, during flood periods along the lower Mississippi.

"The electrical industry is approaching the flood stage. No one knows to what height the flow of products will rise, or how the present channels of outlet will be affected. The situation calls for the application of the best engineering minds in the industry if damage and loss are to be avoided.

"It may be asserted without fear of contradiction that the policies and methods which now mark the channels of distribution for electrical products, stand dangerously in need of rectification and reinforcement. This work cannot be done by one branch of the industry, for all the branches—manufacturing, jobbing, contracting, retailing, central station and engineering—are vitally interested. The problem calls for general discussions and agreement. Every meeting in every branch of the industry further emphasizes the need of an industrial forum where there may be discussed and settled those matters of inter-relations and policy which concern the whole industry.

"There is no such forum, there is no such engineering council on distribution as conditions urgently demand. The Conference Club perhaps comes nearer to qualifying than any other existing organization in the industry. It can be made to fully meet the requirements by a broadening of its policy and by a change in the character of its membership that will make it representative of all branches of the industry.

"The Committee wishes to explain that the proposed new Conference Club as conceived is to be an open forum, a debating society, if you like, where ideas can be presented and discussed, but without any authority to impose its will on any branch or any individual in the industry?"

The Committee on Conference Club Program reached the conclusion that the time had now come to dedicate the Conference Club with its traditions to the electrical industry, to be utilized as the industry might decide for producing an orderly, balanced co-ordination of group functions which would make possible a healthy normal development, resulting in maximum service to the consumer and increasing benefits to the industry.

THE "THOUGHT" KIND OF ORGANIZATION

There are two kinds of organization, typified by the character of function performed. One is a thought-organization. The second is a will-organization. The thought-organization is one which, with evidence and facts as a basis, decides through reasoning and deliberation upon broad purposes and fundamental principles. A will-organization is one in which individuals reach compromise agreements with the purpose of collective action under majority rule. Governments and Government commissions generally, trade unions

and the like, are examples of will-organization. On the other hand, the President's Cabinet is a thought-organization. The Conference Club is predominantly a thought-organization.

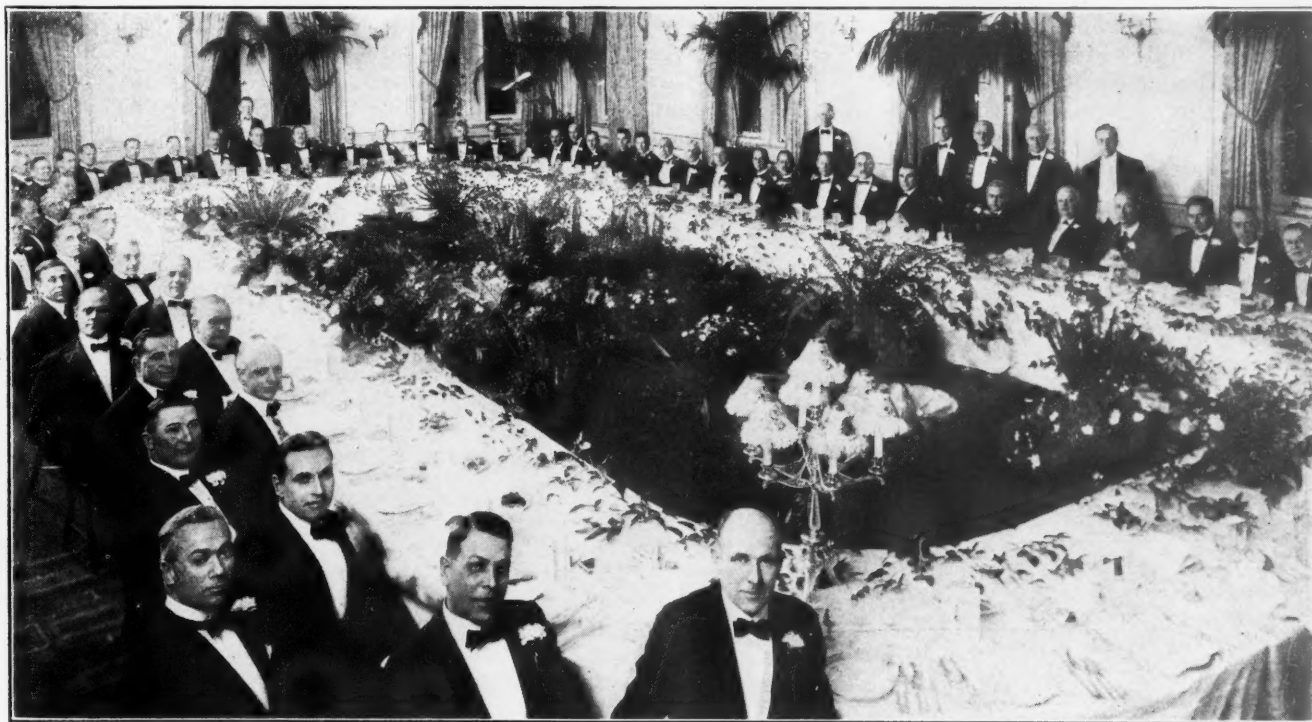
Perhaps the distinction between these two types of organization can be made a little clearer by describing the thought-organization as a "What to do" organization, and the will-organization as a "How to do it" organization.

The present organizations in the electrical industry are "How" or will-organizations. Within each there is an executive committee or other body that is functioning perhaps as a "What" or thought-organization. These organizations are functioning successfully in each branch of the industry, but something more is needed to overcome the separateness of interest and policy, and the natural tendency, common to all, to pull away from a single broad purpose or policy.

CO-ORDINATING ALL BRANCHES OF THE INDUSTRY

What is needed in this situation is a thought-organization that can, through its influence, co-ordinate the purposes of the branch organizations as these purposes bear upon inter-relations. This central organization should have no mandatory powers of any kind, not because the exercise of such powers would be illegal, but because they are not necessary and because the organization, as we conceive it, will function more effectively without them. The feeling is that such an organization should derive its strength from voluntary adherence to principles enunciated because they are sound.

With such an organization, thoroughly representative of all interests functioning in the industry, the problems of trade relations and trade developments will be satisfactorily solved.



The meeting at Delmonico's, New York City, January 30, attended by electrical manufacturers, jobbers, central-station officials, contractors, dealers, consulting engineers and the electrical press. The Conference Club proposes "a forum of the whole

electrical industry" in which the larger problems of all groups can be discussed, in the interests of (1) the public, (2) the whole electrical industry, (3) the groups in the industry, (4) individual companies, and (5) individuals.

How One Jobber "Serves Best and Profits Most"

By Concentrating Brains, Energy and Vision on Its Merchandising Problem, the Sibley-Pitman Electric Corporation, Through Its Enterprising Sales Manager W. A. Kennedy, Establishes Itself as a Continuously Profitable Business, Wins the Applause of Its Competitors, and Builds More Retail Outlets

By STANLEY A. DENNIS

WHEN you link up a splendidly youthful energy with experienced selling brains and with a comprehensive vision, the result is almost certain to be a record for sales and service which establishes the business as a continuously profitable investment, which wins the applause of even its most indifferent competitors, and which gains for the business the privilege and obligation of leadership in its field. Skilled brains plus untiring energy plus compelling vision, is an unbeatable combination.

Perhaps it is just such a combination—brains, energy and vision, driven three abreast—that best explains the remarkable sales and service record which has been set by the Sibley-Pitman Electrical Corporation, one of the leading jobbing houses of New York City, during the last two or three years. When a sales manager is able to say

and prove from his books that his house has increased its sales at least six times or more on every one of the lines handled, that it has developed its list of contractor-dealer accounts from a hundred or so to more than thirteen hundred in less than three years, that it has increased its lamp business from \$30,000 to \$1,200,000, that it has just ordered nineteen carloads of fans for the coming season, that records on other appliances are equally surprising—well, there's big reason behind it all somewhere.

What's more—there must be a man behind it somewhere, too. Go down to Sibley-Pitman's, and ask, "Who did this?", and the answer comes back, "Kennedy." Ask, "Who's idea was this?" Answer, "Kennedy's." Ask, "Who planned this feature?" Answer, "Kennedy." Ask, "Who taught you how to sell?" Answer, "Kennedy." Go out to a couple of hundred electrical retail-

ers, most of whom are new in the business, and ask, "Who helped you establish this store?" Answer, "Kennedy." Step into any local contractor-dealers' meeting in New York City and ask, "Has anybody here seen Kennedy?" and the answer comes back, "Here, here!"

And who is W. A. Kennedy? Oh, just the sales manager of the Sibley-Pitman Electrical Corporation. He's not exactly a giant, this Kennedy. He would hardly pass for a twin brother of "Bill" Goodwin when it comes to size, but we have a private little hunch that in a rough and tumble scrap Kennedy could make even Bill hump himself a bit, for Kennedy has a husky chest measure; his belt isn't any too long, his biceps feel like baseballs, and his grip is as firm and hard as his glance is cool and direct. Furthermore, he's the boy who cracks the whip over that three-abreast team we were talking



The Arrow Electric Shop, 1121 St. Nicholas Avenue, New York City, is one of the progressive retail stores served by the Sibley-Pitman Electric Corporation. The Arrow Shop does a successful

neighborhood business in electrical merchandise and illustrates the type of attractive sales room which this jobber is encouraging on the part of his retailer-customers.



This store of the M. H. Bettman Corporation, 407 Madison Avenue, New York City, is located near the Ritz-Carlton Hotel, in a neighborhood of "exclusive" shops. Show-window and store arrangement have been designed to meet the cultivated tastes of the

class of purchasers to which shops in this neighborhood cater, and the store is one of the most attractive in the city. Note that the Bettman Corporation designates itself by the term "Electrical Merchants."

about, brains plus energy plus vision.

"Say, Kennedy, what's all this noise about? How do you do it? Let's see you put your cards face up on the table." Shoot that challenge at him and see what happens.

"I get you," says he. "Sit down." There's a long pause. Kennedy looks over your head while he fingers a new book about a certain man's man who sleeps his last sleep over at Oyster Bay.

"I prefer not to pass the buck," begins Kennedy, "but Bill Goodwin's partly to blame. When I came to Sibley-Pitman about May, 1917, after some ten years of selling motors for the General Electric Company, I gave some serious thought to the condition of the business. It was not, well—all that could be desired. I thought my way through to certain decisions. Then along came Bill, and his analysis of the ills of the jobbing business presented very much the condition of our business. We applied our minds to his doctrine. As a result a few months later we moved the business from a bad location on West Thirty-sixth Street, near Fifth Avenue, to our present location, here at 190 Sixth Avenue, a good wholesale district. That move on Armistice Night, was a long step toward our present sales records.

"WHOLESALE ONLY?" OF COURSE

"How have we done it? Well, first of all we decided that the only policy on which we could hope to

build a large and stable business was "Wholesale Only." That's the bed-rock under our success. The policy became effective on Sept. 1, 1917. Get it, do you? It is a policy that is fair to every group in the industry. Nobody can convince me that permanent success can be built on a policy which throws a jobber into competition with his own customers.

"We have done it by creating new outlets for our goods rather than by taking business from our competitors. That was another fundamental policy with us. Too many jobbers fail to realize that if there is any saturation point in the sale of electrical appliances and devices, that point has never been approached, at least not in this country.

"In other words, there is plenty of room for hundreds of new electrical dealers and contractors who can offer the public a complete electrical service. So we set out to create as many new dealers and contractors as possible, knowing that by assisting those who were struggling to get a foothold we were making them friends and customers of the house for life. That's a very different method than the old one of going after the customers of your competitors and sand-bagging them, if necessary, to get their orders. One method is constructive merchandising; the other is destructive competition, which is both contagious and infectious.

"Now, when it comes to the next point, some folks are going to be skeptical. All right, let 'em."

Kennedy dropped the book, looked across his desk and brought down his fist hard on the blotter.

"We have built our whole organization and success very largely on lamp business. We set out to develop a retail lamp-selling organization. We did it. Then we used that organization as the basis for our entire distribution of electrical appliances. You remember the change of policy on the part of the central stations in the sale of lamps.

"The Brooklyn Edison company had led the way and the New York Edison company followed. They agreed to sell lamps on a fair basis, making a profit possible for everybody. That gave the wholesaler and the contractor-dealer their opportunity. Upon this foundation we built our retail market that now absorbs our goods. And I acknowledge a debt of gratitude to the central stations for their fair play.

"The first year we created 140 contractor-dealer Mazda agents. Our lamp business increased from \$30,000 to over \$150,000. The second year our list increased to 261 contractor-dealers, with a volume of business exceeding \$300,000, and hence we are now under the maximum contract with the lamp manufacturers. Today we have 1,302 contractor-dealer contracts, and we want a larger lamp contract.

"In other words, as a result of



How dependent the establishment of neighborhood retail electric shops is on the lamp policy of the electric-light company is indicated by the character of the stock observed on the dealer's shelves at the right—lamps! Lamps form the nucleus around

which a successful retail business in electrical supplies can be built. The store shown is that of Charles Brunner, 556 Columbus Avenue. Neighborhood electric shops, like this one, are bringing electrical conveniences to New York's apartment dwellers.

our activity in the lamp business we will undertake to put an agent on a \$2,500 contract lamp basis within a year. We have never failed to do so. Our December, 1919, report of sales to Mazda lamp agents alone runs \$106,000, or at the rate of \$1,200,000 per year. And, remember, 92 per cent of this business goes to 'A' agents.

"Many jobbers claim that the lamp business is not profitable. Sibley-Pitman finds it most profitable. In 1916 our 5 per cent additional compensation allowed to the 'B' agent by the manufacturer ran \$187 for the year. It now runs between \$4,000 and \$5,000 per month. It is perhaps fair to say that our profit on this one line alone more than justifies our entire investment in the business. Miss Bowyer, please verify these figures in the treasurer's office."

Miss Bowyer is Mr. Kennedy's secretary. She verified the figures. Then Kennedy went on:

FULL PROFIT ON LAMPS

"For another thing, the distribution of Mazda lamps made it necessary for the contractor-dealer to accept his full profit on lamps. Our lamp sales would be impossible if this had not been done. As far as I know, this was the first time in New York City that any jobber made the contractor a definite proposition to follow up his business. As a result of our experience in this lamp business we are able to show that the normal overhead of the contractor-dealer's store can be

covered by the profit on lamps alone. Thus we can convince contractors that without any investment on their part their profit on lamps will cover their ordinary overhead, making it possible for them to start in business with a very decided advantage over other new contractor-dealers who are not developing the lamp business.

"I consider that my attendance at the meetings of the local contractor-dealers' association has aided me more than any other contact with the trade in developing business. I have attended most of the local meetings during the past two years. I have talked formally to every association at one of their winter meetings and informally at most of the meetings which I attended. We have gotten together and have worked out the problems of distribution and profits. Again and again I have sought to drive home our slogan, 'Our business must come through you.'

"Again, my office is the rendezvous for any or all of our contractor-dealers who care to drop in and have a business chat at the close of the day. No problem is too small for my time and attention, provided it has to do with building up sales or rendering a definite service to the contractor-dealer concerned. Again and again I have remained at this office long after office hours. But it has paid. Let me illustrate it by quoting a few figures on our fan business. Our normal sales for two or three years previous to 1917 were about 1,800 fans. During

1918 we created out of our lamp agents 93 retail dealers in fans. I think it was the first year that any jobber had moved fans into the hands of contractor-dealers before the warm weather. We required our dealers to take at least 10 fans by the first of May in order to obtain a price advantage. In 1918 we sold 7,553 fans, an increase of 350 per cent. In 1919, as a result of our previous experience, we did not hesitate to purchase, as our first order, 9 carloads of fans—an order equal to our entire sales of fans for the previous year.

"When some of our jobber friends heard of this they were skeptical, but we felt we were justified in purchasing such a quantity because of the selling structure which we had developed to handle it. As a matter of fact, our records for 1919 show that we underestimated our requirements and that 15 carloads would have been closer to the figure we needed. In June of that year we were running 600 to 800 fans behind orders. We couldn't fill them. Our first order for this year has been for 14,000 fans, or 19 carloads. In 1920 we expect to sell about 20,000 fans. This year our contractor-dealers must take from 18 to 24 fans on or before March 15 in order to avail themselves of price advantage.

"Another method by which we have built up our business has been by co-operating with the dealer and manufacturer in advertising campaigns. We have done this repeatedly and have found that it pays.

Again and again we have called the attention of contractor-dealers to the advertising campaigns put on by the manufacturers and have shown the dealer or contractor how to use the manufacturers' sales helps and to tie up his display advertising and selling effort in such a way that it results in very definite profit.

"Again, we try to anticipate the needs of the contractor-dealer. Every jobber in the electrical industry ought to bear this in mind. If this were done, many of the problems of distribution which now exist would cease.

Assuming our warehouse could handle 800 washing machines, it would not be good business for us merely to load up the warehouse to capacity with that device. We have made it a point to get the goods into the stores of our customers. It would be better business to put 800 machines in these retail electrical stores and if we put 800 more into our warehouses, we certainly increase our business, provided, of course, that we have made sure that the retailers can handle more than the 800 machines, before they are moved into the stores. It may seem like a small thing to try to anticipate the needs of one of our customers, but our salesmen have been trained to do this as far as possible and the emphasis which we have placed on this form of co-operation with our trade has resulted in very definite gains in sales.

"Every now and then somebody declares the contractor-dealer is 'no good,' that he doesn't pay his bills. We find the contrary. We have made it a point to get out and help our customers get in their money so that they can pay their bills as promptly as possible. In this way he establishes a habit of paying promptly and by the time he has become a dealer in appliances as well as lamps the habit is so deeply ingrained that he continues to pay promptly. However, we do not slacken our attention on this point and keep an eye on our dealers' accounts constantly. I have personally examined the books of many contractor-dealers. In looking over the books of a new dealer I have often found that from 25 per cent to 50 per cent of his profit was tied up in over-due accounts. Frequently, I have advised him to cut down on the amount of his contract

work, telling him not to take any more contracts but to collect his bills on outstanding accounts, buy appliances and sell them in his store. The result has been that many of our customers have shifted the volume of their business from contracting to sales of appliances and devices and are making a far larger profit than they did under the old scheme of things and at the same time are paying their bills promptly.

"We have made it a point also to develop overlooked merchandising

opportunities. For example, it seemed to us that the contractor-dealer had overlooked a big opportunity in the installation of commercial lighting units. In other words, he had let a big source of profit escape him. We tackled this situation with both hands and developed a lighting unit which is becoming one of the most profitable lines we handle. In a catalog covering this commercial lighting unit we submitted a limited number of well thought-out designs instead of

(Continued on page 99)

How Shall I Stock a New Store?

JUST what is a profitable minimum investment in stock for a new store, has long been a troublesome question for the prospective electrical dealer. The Sibley-Pitman company attempted to work out an answer, and has done so to its own satisfaction. Its present stock list for a new dealer's store is the result of several years of experience in developing hundreds of new dealers. Below is listed a typical initial order of electrical devices. The order ("No. 1") was given to Sibley-Pitman on Jan. 20, 1920, by the A. & A. Electric Company, Thirty-ninth Street and Seventh Avenue, New York. The total list is about \$1,300 and the approximate net is \$700. This list should be suggestive for the electrical man who is about to open a store for the sale of appliances and devices.

Items	List Each	Items	List Each
1 Universal washing machine.....	\$165.00	1 No. 214P4 GE percolator	\$26.50
2 No. 14 Premium cleaners.	42.50	1 No. 214T5 GE toaster...	7.25
1 No. 14 Premium cleaner attachment.....	52.50	1 No. 215T1 GE toaster...	7.25
1 Mermaid dishwasher....	137.00	1 No. 236D6 GE three-heat disk stove.....	10.25
2 Type A Hamilton-Beach vibrators.....	22.50	3 No. 153531 GE 6-lb. irons	7.25
2 Hamilton-Beach "Sew Easy" motors.....	12.50	1 No. 21511 GE immersion heater.....	7.50
1 No. 1 Violet Ray-O.....	22.50	1 No. 236G1 GE grill.....	12.50
1 No. 9166044 Universal percolator set.....	50.25	10 No. 565 GE through cord switch (labeled boxes)..	1.20
1 No. 99011 Universal curling iron, comb.....	7.50	10 No. 887 GE twin-outlet plugs (labeled boxes)...	1.40
1 No. 9644 Universal percolator.....	17.50	10 No. 716 GE cord connectors (labeled boxes)...	.90
2 No. 9676 Universal percolator, aluminum.....	11.50	10 No. 720 GE quad receptacles (labeled boxes)...	1.60
1 No. 908 Universal 8-lb. iron.....	9.50	10 No. 179 GE remindos (labeled boxes).....	2.00
1 No. 998 Universal disk stove.....	10.00	10 No. 694 GE twin receptacles (labeled boxes)...	1.70
1 No. 984 Universal grill....	13.50	10 No. 695 GE twin receptacle plates (labeled boxes).....	.80
1 No. 970 Universal immersion heater.....	6.50	10 No. 696 GE double-duty plugs (labeled boxes)...	1.00
1 No. 9940 Universal heating pad.....	12.50	10 No. 625 GE "Standard Duty" plug caps.....	.30
1 No. 946 Universal toaster	8.00	10 No. 179541 GE bell-ringing transformers.....	2.25
1 No. 945 Universal toaster	8.50	10 No. 190896 GE "Al-Nite-Lite" transformers...	2.00
2 No. 994 Universal toaster	7.50	3 Type A Ray-O-Day fixtures.....	11.00
3 No. 905 Universal 6-lb. irons.....	7.50	3 Type B Ray-O-Day fixtures.....	13.00
1 No. 1700 Daylo assortment (glass case gratis)	99.90	3 Type C Ray-O-Day fixtures.....	15.00
20 No. 790 Daylo batteries..	.35	3 Type D Ray-O-Day fixtures.....	10.00
10 No. 791 Daylo batteries..	.30	2 No. 65 Rutenber toasters	7.50
10 No. 705 Daylo batteries..	.50	1 No. 206 Rutenber grill...	12.50
10 No. 750 Daylo batteries..	.30		
10 No. 751 Daylo batteries..	.40		
5 No. 703 Daylo batterie..	.40		
1 No. 8734AC Emralite....	13.50		
1 No. 8734G Emralite.....	14.00		

A Jobber's Department for Selling "Household Specialties"

The Necessity for a Separate Organization for the Jobber to
Successfully Handle Appliances

By C. D. RUSSELL

Sales Manager Nunn Electric Co., Dallas, Tex.



This jobber entered the household appliance field a few months ago and began at once to develop an organization to specialize on electric washing machines. In four months he sold 750 washing machines—more than the combined sales of all the other jobbers stocking washing machines in the same territory, for a similar period.

IT IS significant that a number of manufacturers of electrical appliances have not seen fit to choose the logical channel for distribution of their lines through the medium of the electrical supply jobber. The writer has heard this subject discussed from a manufacturer's standpoint, and while the attitude taken was not at all flattering to the jobber, it was assumed in all fairness that the jobber did not in most cases serve the best interests of the manufacturer in providing efficient and satisfactory distribution. That this condition will not be permitted to continue is evidenced by recent activity on the part of electrical jobbers over the country in perfecting a suitable organization to handle this class of business.

The following is given as typical of the haphazard and inefficient manner which has characterized the jobber's activity in this direction in the past.

"Say, Bill, lemme send you a washing machine," says the supply jobber's salesman in a half-hearted tone, as he surveys the few items on his order-book page which bears the fresh signature of his friend and patron, the contractor-dealer. "You outta sell a washing machine—everybody's doing it."

"Can't sell 'em in this town," states the dealer, whose positive tone might carry less conviction if the truth were known, that he had never even as much as had a washing machine in stock. "Naw, in this durn town nobody spends a dollar for

anything they can get along without. May sell 'em in some places, but it just can't be done in this burg."

Whereupon the salesman expresses his sympathy, and drops a few tactful remarks concerning Bill's good business judgment.

This particular jobber's salesman is not easily discouraged, and in course of time his perseverance is rewarded by an order for one machine. He is elated at the end of a ten days' trip to walk into the office with an order for a single machine sold to his good customer at Bodbank, a thriving little city of 8,000 inhabitants.

Let us now employ a device of the movie director and shift the scene forward a few weeks to show the salesman entering the front door of

his dealer at Bodbank, just two months after having sold him one of "the best washing machines on the market." He rushes over to the desk in a frenzy of enthusiasm to greet his customer, and takes the proffered hand, like four stalks of cold asparagus, and hands it back to him with the inquiry, "Well, how's business?"

"Haven't seen any lately. If that blankety-blank curbstone competitor of mine would get some sense and only realize that it costs more to do a job now than it did four years ago maybe I could get in on some of the work that's going on. And say, what sort of a geezer is that new credit man of yours; he's been pestering me about paying for that washing machine already, and I've had it hardly sixty days. Anyway, it doesn't seem to sell. I've had it right there on the floor all the time and haven't even had a nibble. Thought you said they'd sell. Perhaps they will some places, but the people here just aren't progressive enough. I expect you'd better take it back, as you see I can't seem to do any good with it."

The salesman scratches his head, perhaps in the hope of encouraging circulation sufficient to form an idea. "You outta sell it, John; I don't see why you can't, they're selling 'em everywhere else."

To the dealer it is entirely superfluous to be told that he ought to sell the machine, as that is exactly the way he thought about it when he placed the order; moreover, he is in the same position of not being able to see exactly why he can't sell it. The salesman makes notation to take the matter up with the house, and in due time the dealer is advised that he may return the machine for credit.

DEALER DEPENDS ON JOBBER'S SALESMAN FOR ADVICE

The foregoing may seem to be a bit overdrawn, yet those who are familiar with actual conditions will recognize the form of truth in this description of the manner in which the average electrical jobber has in the past tried to sell washing machines, and indeed some are now working along these same lines. The dealer's ignorance of the fundamentals of selling this class of merchandise is, of course, responsible for his inability to get results, and the responsibility for this lies with the jobber who encourages him to take on this new line of business without

Distributing Washing Machines Through Jobbers

The distribution of washing machines through the electrical supply jobber or through any other channel, so far as the manufacturer is concerned, means just one thing: the contact with the greatest number of people who either want a washing machine because they are convinced of its advantages or who are likely to be convinced of its advantages when properly explained to them.

—W. W. Low,

President Electrical Appliance Company, Chicago, in address before American Washing Machine Manufacturers' Association, Nov. 19, 1919.

at the same time giving him the necessary information and assistance which will enable him to get satisfactory results.

It is generally conceded that the household electrical appliance business presents the largest undeveloped field that exists today. Yet a great many electrical men apparently do not realize this significant fact. It is, however, not alone sufficient to grasp the possibilities which exist in this field; at this particular stage of its development intelligent effort is required, based upon a thorough study of conditions, in order to make this class of business yield a satisfactory margin of profit and at the same time expand as the field war-

rants. It is logically the function of the wholesale distributor or jobber to investigate conditions, collect data and to pass this information on to the dealer through the medium of salesmen trained to specialize in this work.

TRAINING THE MEN ON THE FIRING LINE

The jobber who attempts to sell household electrical appliances without creating a special organization is going to make but little headway. The men on the firing line who sell these appliances direct to the user for the dealer should be given training to fit them to work most effectively, and a close study and analysis should be made of local conditions which would influence the policy with respect to advertising and sales methods. The jobber who does not appreciate the necessity of giving service along these suggested lines must yield this class of business to his more progressive competitor. The extent of his territory and the peculiar conditions he faces will of course determine the extent and nature of his organization; however, irrespective of circumstances, it may be safely assumed that success is dependent upon the correct application of this principle of a separate organization to specialize in the sale of these appliances.

In practically a virgin territory the Nunn Electric Co., Dallas, Tex.,



It was in this retail store of the Nunn Electric Company at Dallas that the dealer ideas for selling washing machines and other appliances were developed, which ideas are now being promoted among the jobbing company's dealer customers by a special appliance-selling organization.

entered the household electrical appliance field a few months ago and began at once to build an organization to specialize in the sale of washing machines. This company sold in four months—from August to December—750 washing machines. This figure would not sound so large but for the fact that previous to this time very few washing machines had been sold in this territory, and although every electrical jobber doing business in the territory has for years carried washing machines in stock, the combined business of all these jobbers over a like period of time will not nearly equal this showing. And it may be remarked that the organization which this company is building up is every day gathering momentum.

DEALER'S SPECIAL HOUSEHOLD-APPLIANCE ORGANIZATION

From the beginning this company has followed a policy of creating an organization to specialize on household appliances, and this policy has been extended as a part of the requirements for dealers who handle their lines. Every dealer is given expert advice with reference to the manner of working his field, and he is given assistance in forming the proper organization. If his field is large enough to justify working a permanent crew of men, he is furnished a crew manager thoroughly trained in this work.

The company's interests are handled in a given territory by a district sales representative whose business is to select and secure dealers to handle the lines as an exclusive agency in each locality, and after dealers have been established the district representative calls on them frequently and works in close cooperation with them in keeping this part of their business up to maximum productiveness.

In connection with the work of lining up dealers is the problem of educating them sufficiently that they may produce satisfactory results at once with a minimum of personal assistance on the part of the district representative. The large dealers are the cause of least concern in this regard, for once they are given a vision of the field and a good general idea of the proper organization and procedure, they are in most cases able to go right ahead with success from the outset. The small dealers in towns of 15,000 and under present quite a different problem, and to the

end of giving them the necessary attention a field force, consisting of men trained in the best methods of selling direct to the user, is made a part of the organization.

A FIXED CHARGE ON EACH SALE

When a dealer is established in a town of 5,000 or 10,000 population an agreement is made for the Nunn Electric Co. to sell a certain number of appliances, such as six or ten washing machines, and a charge is made for each sale which is sufficient to cover commission and expenses of salesman. This sales expense is in the form of a fixed charge to the dealer inasmuch as experience in this work enables results to be very closely calculated.

This serves a twofold purpose, namely, it gives the dealer a short, intensive course of personal instruction in the very best methods of selling these appliances, and in placing a few machines in representative homes in the community it serves to make it less difficult for the dealer to at once get results when he takes up the work himself. Invariably it is the case that where a few washing

machines have been placed in a town it is an easy matter for a dealer to secure demonstrations to interested parties simply by following up and making inquiry of users of machines. Every sale should be the means of selling other machines, and thus what approximates an endless chain can be formed by establishing a routine of following up each sale.

We insist in each case that a dealer shall go into the business of selling these appliances along the plans which the company outlines, based upon the experience and investigation. It is a demonstrated fact that it doesn't pay to dabble in this business, and unless a dealer is determined to go into it in the right way it would be best for him to stay out altogether.

The next few years will undoubtedly witness a wonderful development of the household electrical appliance business in every section of the country, and the jobbers and dealers who are far-sighted enough to organize now and establish themselves as leaders in this line are going to reap the large results which this field must inevitably yield.

The Salesman and the Financial Policy of His House

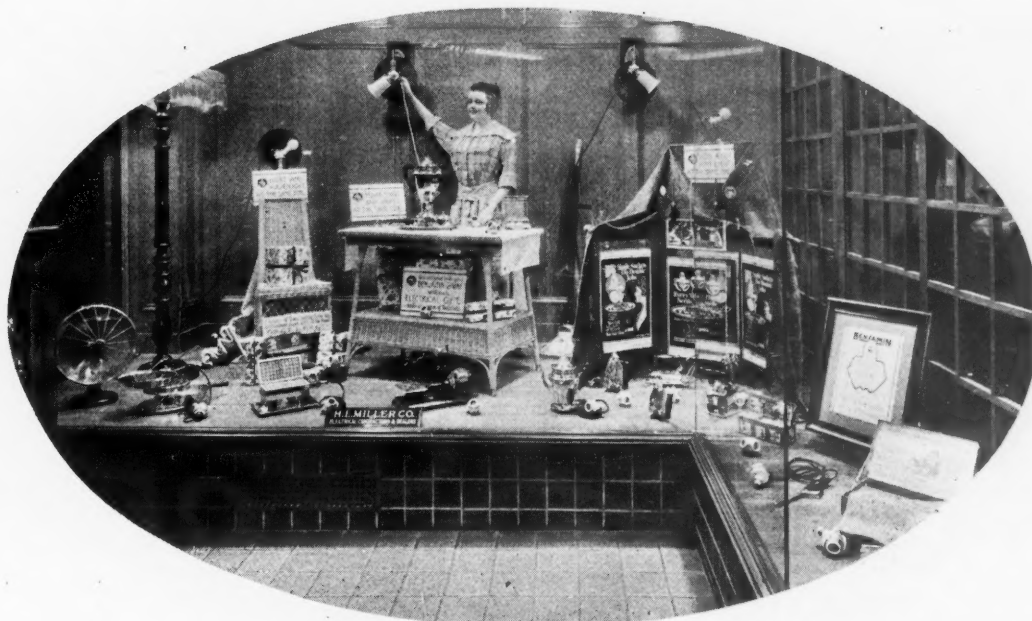
BY FREDERICK P. VOSE

FREQUENT conferences between the sales and credit departments, under the observations of the management, will result in establishing harmonious policies for each department, which policies constitute the financial system of the house. The general manager and the managers of the sales and credit departments are yoke fellows hired to pull together to move the van the stockholders paid for.

The salesman might properly have a confidential list of undesirable customers in his territory, so as not to waste his time and money in an endeavor to secure orders which cannot be approved. If his house is a member of the Electrical Credit Association he will be able to procure this valuable information.

The greatest contributing causes to disagreements, misunderstandings and lawsuits are the representations and promises made by the salesman to the customer which the house cannot fulfill. Unfair competition, price cutting, offering the inducement of 2 per cent cash discount any time

that the policy of the house is indulgent—90 to 120 days will be allowed and no interest added—these, if contrary to the rules of the house, fall first on the credit man, and he being human becomes righteously incensed at the salesman, as well as the customer. Now is the time for the general manager to settle the matter, once for all, with the salesman, so that he will not likely err again. If the management is weak and winks at the terms, in that instance, there's bound to follow trouble between the salesman and credit man. The reputation and the success of the house are retarded by the multiplying of these "special" instances. Necessity alone forces the writing of collection letters. The account is long past maturity or quick action may be required because of the precarious condition of the debtor. The salesman is on the ground. It's not the time for melodious apologies. It is time for the salesman to take a definite stand for the house—with the customer, if possible; against him, if necessary.



The wax figure employing both hands to call attention to two-way plugs is the center of attraction in the window of H. L. Miller Co., Pasadena, Cal. The black circles back of the two-way plugs are placed there to emphasize the two-way plugs because the plugs must necessarily form such a small part of the display.

A Jobbers' Salesman Wins

Old Contention Is Again Proved that the Alert Traveling Salesman Has
More Good Ideas on How the Dealer Can Sell Than Anyone
Else in the Trade—It Pays to Listen to Him

By L. C. SPAKE

EACH year's crop of sales ideas is like a crop of farm products. They germinate and are cultivated. They grow and are harvested. People who are close to the soil or to the sale, as the case may be, observe this phenomenon and marvel not. To them the whole affair is but the expected course of nature.

But to the creative mind that sits apart and plans to make two blades or two sales spring up where there was only one before, the germination and cultivation processes are things to be closely studied, to be experimented with, and to be constantly improved and extended.

Where do the seeds of sales ideas germinate? When do they flourish most? Can those that spring up and produce harvests in one district be planted in other districts with success? In other words, to cut out the highbrow stuff, isn't it a darn good idea to collect some high-class sales stunts that have worked in Squedunk

and pass 'em on to the less live guy in Podunk? To quote 110,000,000 Americans, "We'll say it is."

This particular collection was made by a manufacturer who wanted to get the best brains of the country to tell how they sold two-way attachment plugs so that others could cash in on the big sales ideas. Jobbers and their salesmen, dealers and central stations, were all asked to contribute. And who do you suppose did the best job? Why, the jobbers' salesman, of course, because he's the chap who makes it a part of his job to pick up a good idea and pass it along. He may germinate the idea in his own noodle or he may pick up the seed in John Smith's store, develop it, and pass it on, but the net result—more sales—is ultimately the same. Then the jobbers' salesman wins.

The man who came off with first honors in this idea-collection party was Wilson Crawford, Jr., represent-

ing the Robertson-Cataract Co., Buffalo, who contributed some of the best of this new crop of two-way plug sales ideas. However, the same general plans can be used to sell many other devices. Some of the ideas were submitted as window display pictures. The best of these are reproduced on these pages. Other ideas came as letters. The best of them, in the opinion of those who read the entire group, came from Mr. Crawford. What he had to say follows:

"At a country fair outside of Binghamton, N. Y., one resourceful young electrical dealer who had a display of electrical appliances and specialties on exhibit had a bountiful supply of Benjamin price tags on hand and not in use. A bright idea struck him. Why not stamp his business address on them and have a couple of youngsters place them on the steering wheels of about 300 or more autos parked in the race track inclosure. As a direct result he sold

out every Benjamin two-way he had beside having at least 500 people talking and thinking his wares. *This same stunt can be carried out at any city parking place.*

"One of the best customers on my route on the sale of the two-way plugs, whose place of business is Hornell, N. Y., told me of his method of disposing of them. Whenever he wires a house he plans to call on the owner of the house, as a matter of policy, about a week or ten days after he has begun using service, to see if everything is giving satisfaction. At this time without fail he carries

Shop at Manistique, Mich. This is the way he does it:

"Just as a clerk has closed the sale of an appliance and is about to return it to the carton for wrapping I approach and take from the shelf a carton of three two-way plugs, open the display cover, and place it on the counter quite close to the appliance.

"Is that a swivel attachment plug on that cord, Miss ——. Let me see it?" Saying this I screw the swivel plug into the double plug.

"You see that it goes in without twisting the cord,' and then I hold

table even though one has but one receptacle in the room, for the two-way plug makes two outlets, one for the toaster or grill, and one for the percolator; how the plug in the living room permits of connecting the table or floor lamp and at the same time a vacuum cleaner or a fan; how in the bed room a warming pad and a heater may be connected at the same time; or in the bath room a heater or other appliance and a lamp; all the uses I enumerate. I always repeat that it is strong, durable and easy to attach."

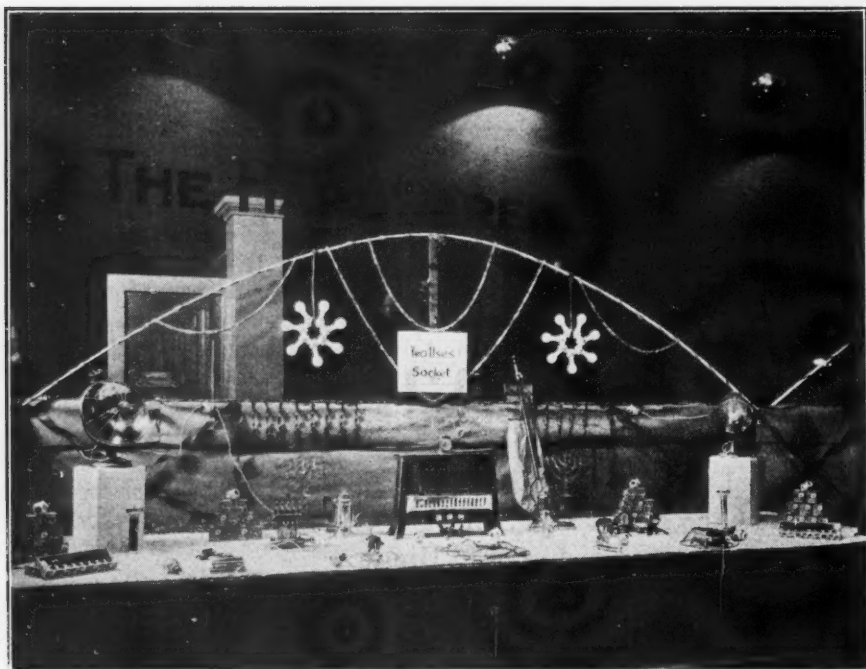
SELLING PLUGS TO MAKE LAMP SALES

Another dealer proved himself an "ambidextrous" merchandiser, working out a plan that not only sold two-way plugs but also saved his lamp contract. R. R. Pleasant, of the Pleasant Electric Shop, Dayton, Ohio, is the originator of this idea. Mr. Pleasant wrote:

"At the beginning of the year we had a \$2,500 contract on Mazda lamps supported by a factory drawing on our stock to the extent of \$1,200, which was a great help until we lost the factory customer and had to depend on our retail trade to complete our contract. I got busy and instructed my help to recommend more light wherever possible. I found that just recommending higher wattage would not put me over, so then I instructed them that we must increase the quantity of lamps sold, and there is where the demand for two-way plugs started. In place of only recommending them for appliance uses we suggested that under some conditions it might be more economical to have two 25-watt lamps than one 50-watt lamp, pointing out that it would then be possible to unscrew one lamp when only a little light is required. We find it is very easy to make a person understand the advantages where they have side brackets that are easy to reach.

"Also quite a number of our customers have saved on their wiring contracts just by using two-way plugs in place of having iron receptacles installed. This stunt also gives me another outlet for another Mazda lamp. We are finding it easy to go over the top on the lamp contract and we have also made good profits on the plugs."

Besides these three leaders about 625 others contributed ideas and experience in selling two-way plugs. Some of the ideas are so good that



Electrical dealers will do well to recognize the possible decorative effects which can be secured at slight expense through the use of two-way plugs and tipless opaque lamps. This window carries a hint of it and at the same time shows practical double connections through the use of two-way plugs. The window was decorated by Forest G. Coleman, Hardware & Supply Co., Akron, Ohio.

a two-way plug on his person. the uses of which he demonstrates to the folks in the home, with the result he invariably comes away with the two-way sold.

"Another up-to-date electrical appliance store in Syracuse, N. Y., which employs several high-class outside solicitors on the sale of vacuum cleaners, has each man carry a two-way plug with him. Even though the solicitors don't make their cleaner sales, they get the woman interested in the uses of the two-way and come away making a small but substantial sale. They sell more plug clusters this way than over the counter."

On these three ideas Wilson won. But he had a close second in a Michigan dealer. His name is E. G. Culver. He is proprietor of the Electric

the assembled device up in the position in which it will hang in use.

"You see the lamp will go in here,' with the words, placing a lamp kept under the counter for the purpose, in the other half of the two-way plug.

"This is a splendid device that I can guarantee." Here I take out the lamp and the attachment plug and extend the two-way for the customer's attention.

"You see,' I continue, 'there is nothing to get out of order. It will last forever.'

"I have found that a sale frequently follows at this point. If not, the customer usually asks more about the plug and I continue to describe its many uses. How the breakfast can be prepared at the dining room

they deserve to be passed along for more general use. Interesting it is that not a few of the ideas came from women. One of these is Elizabeth Cunningham, of Cunningham's Electric Shop, Detroit. Read it:

"A certain lady customer brought her electric iron to be repaired at least twice a month. One day when she called for it I was anxious to know what caused her iron to be always out of order. I found the trouble was caused in disconnecting it from the lamp socket. I suggested the two-way plug to remedy this trouble. The result was a sale and a satisfied customer. Since that day I have always suggested two-way plugs with every electric appliance sold or repaired at our store, and have more than doubled our sales on the devices."

GOOD IDEAS FROM THE GIRLS

Employees of the Hayes Electric Store, Detroit, came forward in a body when the call for ideas went out. Miss L. Hamilton, Clyde A. Dean and Miss M. A. Miller, all wrote suggestions which were sent in with the indorsement of Charles E. Hayes, president of the company. Miss Hamilton's contribution is full of practical ideas:

"My greatest success comes in selling two-way plugs three at a time when completing a washer sale," she wrote. "Many times a customer will ask, 'Well, how am I going to see and attach the washer to my socket over the laundry tubs in my basement when I have only one socket for the lamps?' This gives me the desired opening. I take her over to a wall bracket having just a single socket and in which a two-way plug has been placed ready for such a case. A lamp is in one side and the other side is empty. There are always two or three appliances handy with the cords ready and also cords from a vacuum cleaner and a washing machine near by. Not much explanation has been found necessary, as the whole scheme is apparent at a glance when I go to put one of the cords into the empty side of the two-way plug. It has also proved easy to convince the customer that one of the plugs would be desirable in the kitchen. I call attention to the fact that they are three for \$3.50 and many times the customers themselves will remark that they can use the third one on the second floor in connection with a curling iron or a bed reading lamp."

"Another very effective way of making sales is to have two or three two-way plugs prominently placed near the Mazda display rack. While this does not so readily lead to sales of three at a time, it is really remarkable how easily the two-way plug can be suggested in connection with Mazda lamp sales."

"In wrapping up heating appliances such as toasters, flatirons, percolators, etc., I always inclose a two-way folder. I have traced with satisfaction consequent sales of two-way plugs to this practice."

Ada C. Peabody of the Peabody

forgets to go after them until about Feb. 1. By that time the users know how handy two-way plugs can be and they would rather part with the price than the plug.

Not the least interesting of the contributions came from a chap who expresses himself in terse phrases, any one of which ought to make a dandy window card. This man is L. E. Latham, of the E. B. Latham & Company, New York City. So to assist the electrical window dresser who must have snappy cards, a part of Mr. Latham's letter is given here:

"The two-way plugs is a wonder



Because it attractively suggests eight practical uses in the home and in the office for two-way plugs, this window display has been adjudged the best of a group which were collected among the electrical dealers of the country. The window was decorated by Ada C. Peabody, Peabody Electric Co., Muskogee, Okla.

Electric Co., Muskogee, Okla., works the "three-for-\$3.50" idea to a "Chili finish." Every customer who buys one two-way is granted the privilege of telephoning next day for the other two at the quantity price, if he decides he wants them after he has seen the convenience of one demonstration at home.

Everett Pecker, service man for the Southern Electric Co., San Diego, Cal., never goes out to deliver or fix a washer or a cleaner without one or two two-way plugs "on his person." He demonstrates them, and the people buy them. He'd as soon think of going out on a trouble call without his pliers as without a two-way plug.

When Christmas comes the electrical department of the village of Sauk City, Wis., loans two-way plugs to all purchasers of appliances then

at doing stunts by doing two things at once. It has put the sock into sockets and proved to be a round plug in a round hole. Lots of use from little juice is its motto. It doubles the pockets of present sockets. It makes them do twice the work. It gets double positions from present conditions. Two-in-one to make things run. No room is really snug without a two-way plug. Intensive service without expensive wiring."

* * *

This is the 1920 crop of two-way plug sales ideas. Remember it is the approved crop. Each idea has been germinated, cultivated, grown and harvested in some dealer's fertile territory. Why not try at least two or three of them in your own home pasture?

Fifty-Six Policies I Would Put Into Effect To Build For Bigger Jobbing Business

By W. L. GOODWIN

ON THE TRAIN returning to New York from Toronto, one morning last month, the editor in conversation with Mr. Goodwin mentioned something about the plan to make this a Jobber's issue of ELECTRICAL MERCHANDISING, and during the discussion asked him what would he do if he were ever again to go back into the electrical-jobbing business, from which he retired three years ago after eighteen years' experience. During that period, as many know, Mr. Goodwin built up one of the largest electrical jobbing businesses in the United States, reaching an annual business running into seven figures, through the application of his ideas of the *jobber's responsibility for building up the retail electrical trade*.

The answer to ELECTRICAL MERCHANDISING's question was instant, but it involved many interesting and novel points—so note-books were gotten out, pencils were set to work, and the following was the result by the time the train had crossed the Harlem River into Manhattan.—EDITOR.

IN ANSWER to ELECTRICAL MERCHANDISING's question as to policies and principles I would adopt if I were again faced with the problems of building up an electrical-supply jobbing business, to handle a larger and more profitable volume and to render greater service to electrical manufacturer and to contractor and dealer—here are some of the suggestions I have freely offered to my friends in the jobbing business whenever they have sought my advice. Many of these principles were put into successful use in our own business on the Pacific Coast, others are based on the results of mistakes we made, and still others have come from observations of successful policies by other jobbing houses.

If I were endeavoring to build for bigger jobbing business, I would keep before me these fifty-six principles and policies:

1. I would—

Outline and adopt a *policy* as a jobber of electrical goods and supplies, and I would publish this policy to the retail trade and to the public. I would announce it in the trade papers and in the newspapers. I would state it clearly in letters and booklets to the trade; and I would print it on cards to be hung up in the offices of my own organization and over the desks of my customers.

2. I would—

Limit my lines to those carried by contractor-dealers, but would

carry a complete contractor-dealer line. In this way I would reduce, by many, the number of items carried in stock from, say, 5,500 (the number now stocked by the average electrical jobber), to 500—the number of items which the average retailer finds sufficient.

3. I would—

So far as possible, work out a complete consignment arrangement for all lines of stock, predicated my whole plan of operation on the idea that the retail dealer is a branch of the jobber's organization.

4. I would—

Concentrate my efforts upon one line of each kind, and bend my efforts to promoting and developing the sale of that line, exactly the same as if I were the manufacturer's direct representative.

5. I would—

Treat each of my dealers as my exclusive agent in his territory, and credit him with commissions on any sales made in his territory. Correspondingly I would expect him to look to me as his chief source of supply.

6. I would—

Consider the best interests of each of the central-station companies in my territory, as being my own best interest, and co-operate with these companies for the mutual building up of both their business and my own. The jobber and central station should work together to develop retail dealers.

7. I would—

Establish a bogey of sales for every commodity, and for every dealer.

8. I would—

Encourage dealers to keep an individual-customer-record of every appliance they sell, and to use this as an individual mailing list for promoting the sale of other appliances. By pooling such lists, and co-operating with the local electric-lighting company, many sales would be made and much waste could be saved of literature now sent broadcast to customers who already have the devices advertised.

9. I would—

Aim to have at least one dealer in every community in my territory, thus getting distribution throughout that whole area. In the larger communities I would have a sufficient number of dealers properly located to provide convenient though not overlapping distribution.

10. I would—

Work out a plan of "split compensation" for dealers' services in helping sell specialty lines: That is, so much percentage to serve as a base trade discount, so much to cover stock investment, and turnover, and so much for advertising and display. I would thus compensate my dealers for the character of service each rendered.

11. I would—

Oblige all dealers with whom I did business to give a complete retail service to the trade, including installation, repairs and maintenance of electrical devices, wiring, etc.

12. I would—

Establish my relations with manufacturers who have a policy. I would buy on policy, sell on policy, and develop a policy for dealers. I would not buy any manufacturer's product merely on price. And

once a relationship was established I would hesitate long and seriously before changing my suppliers.

13. *I would—*

As a jobber, treat my retailer customers exactly as I would expect the manufacturer to treat me as a jobber customer of his.

14. *I would—*

Aim to keep my overhead below the average of other jobbers. If located in a thickly populated center, below 10 per cent. If in a sparsely settled territory, below 15 per cent.

15. *I would—*

Locate my building in the wholesale section of my city, where low rentals are available and good railroad facilities can be obtained.

16. *I would—*

Pay my salesmen on a straight-salary basis, rather than on commissions, so that they would be encouraged to work with their retailer customers in helping them improve their business methods, instead of being under compulsion, by the earnings of commissions, merely to "get orders."

17. *I would—*

Make it a rule not to sell package or carton goods in less than carton lots. And so far as possible I would not sell wire or lamp cord in less than full-coil lots, except in the larger sizes.

18. *I would—*

Charge my credit manager with the responsibility of visiting my dealers at regular intervals to give them expert help with their accounting and collection problems.

19. *I would—*

Have no customer on my books who did not himself keep a standard set of accounts along the lines of the standard accounting system for contractors and dealers.

20. *I would—*

Work with local architects and consulting engineers, showing them the possibilities of electrical installations in homes, offices and factories. I would emphasize to them also, the importance of specifying sufficient outlet receptacles, and of specifying standard-plug receptacles. I would interest myself in their engineering associations, assisting in strengthening them and

in turn endeavor to enlist their support in solving my problems.

21. *I would—*

Maintain "merchandising experts" to go out and show my contractor-dealer customers how to arrange their show windows and places of business. With a little instruction and encouragement, many former jobbers' salesmen have become some of the best merchandising specialists in the business.

22. *I would—*

Hold an annual convention of my dealer and contractor customers in the city or town where my own place of business was located, paying part of the expenses of those dealers who came from out-of-town. Such meetings would keep them in touch with my organization and my policies, and the lines my company was distributing, and the best ways of merchandising those lines at retail.

23. *I would—*

Carry only exclusive lines on specialties and work through my dealers to promote and develop the sale of those lines, by effective window displays, demonstrations, newspaper advertisements, and circularizing the public.

24. *I would—*

Keep a perpetual inventory of my jobbing stock and so far as possible have my retail dealers keep perpetual inventories also.

25. *I would—*

Have trained retail salesmen, to go from dealer to dealer, working behind the counter in each store for a few days or a week at a time, and instructing by example the retail clerks of my customers in the art of retail selling. I would also provide if possible a school for training the retail salespeople of my dealer-customers, making them more efficient in supplying the needs of the customer.

26. *I would—*

Once a month, hold a meeting of my salesmen, keeping them in touch with the house and its policies, informing them of new lines, and giving them fresh inspiration and practical helps for their selling work.

27. *I would—*

Issue a retail sales book with retail selling prices for dealers to use

in selling to their customers. But I would issue no general supply catalog as most jobbers now do. Instead I would use the catalogs of the manufacturers for staple lines, thus avoiding duplication of expense. For specialty lines a few discount sheets applying to the catalogs and to my retail sales book, would give the dealer all necessary purchasing information.

28. *I would—*

Advertise my jobbing business to the trade through the trade papers.

29. *I would—*

See to it that my dealer and contractor customers read the trade papers regularly and carefully, and would accept no contractor-dealer as a customer who did not subscribe to and read a good electrical trade paper. Moreover, I would insist that my dealers and their employees read ELECTRICAL MERCHANDISING regularly, and I would provide them with cards on which to state which articles and subjects most interested them. These cards I would forward to the editors of the paper, to guide them in the selection of their future articles.

30. *I would—*

Insist that my contractor-dealer customers be members of the local contractor-dealers' association and regularly attend and take part in its meetings. I would not consider as a safe customer any retailer who did not belong to his association, and I would refuse to take on his account.

31. *I would—*

Encourage no manufacturer who did not observe a national policy. I would not consider my interests safeguarded in any manufacturer who played a fast-and-loose policy in other sections and against the interests of my jobbing competitors. I would consider the problems of my jobbing competitors my problems, and assist them in finding a solution.

32. *I would—*

Treat as a competitor any manufacturer who maintained a duplicate warehouse stock.

33. *I would—*

Form and encourage an employees' association in my own organization, both for solving employees' employer relations and as an in-

vestment association—the investments to be made in electrical securities.

34. *I would—*

Subscribe to all trade papers, submit ideas and articles for publication and encourage my employees and dealers to do likewise. I would insist upon each dealer subscribing and contributing to ELECTRICAL MERCHANDISING first and such other papers, local or national, as would interest him.

35. *I would—*

Endorse and support to the limit the twenty-five planks of the Goodwin Plan.

36. *I would—*

Indulge in no indiscriminate export business. Jobbing in the electrical business being a domestic function, I would recognize the reactionary effects on my principal business by avoiding it.

37. *I would—*

Sell to no institutions organized as purchasing companies.

38. *I would—*

Respect the same ethics in selling as I would in purchasing. This practise I always followed in the past, I always concentrated my buying, including even incidental office supplies. Most of our industrial problems will be solved when executives will enforce and oblige their own purchasing departments to conform to the same policies as they advocate in their sales policies.

39. *I would—*

As a means of popularizing electricity, reducing costs and simplifying stock carried on hand, urge standardization in my territory of currents, voltages and frequencies at least in domestic service.

40. *I would—*

Strive for a quarterly merchandise turnover and aid my dealers in developing a sixty-day turnover.

41. *I would—*

Know my handling cost as well as my dealer's cost on each commodity handled. I would also study the costs of handling each classification of trade.

42. *I would—*

If located outside of California, develop a co-operative campaign along the lines of the "California Co-operative Campaign."

43. *I would—*

Strive to offer to the manufacturer such complete, effective and efficient service as would dispel any serious thought on his part of competing with me.

44. *I would—*

Devote a portion of my time to trade association work which would of course include the N. E. L. A., E. S. J. A., N. A. E. C. & D., A. I. E. E. and Natl. Elec. Credit Association.

45. *I would—*

Make a contract with newspapers in my territory for advertising space, part to be used by my own company in advertising the goods and names of my retailers to the public, and part to be allotted to my retailers for their own individual advertisements at an expense proportionate to the large-space rate. I would also co-operate with dealers in their own newspaper advertising, the dealer paying say two-thirds and the jobber one-third.

46. *I would—*

Have a small display room for the trade, suitable for showing samples of new goods as these were taken into our lines. Such a display room would keep our customers and our salesmen informed regarding our lines, but the samples exhibited would be limited to new goods recently taken on.

47. *I would—*

So far as possible confine my lines to those of manufacturers conducting regular advertising campaigns in the national popular and trade papers—that is, manufacturers who thus help to create a demand and who keep the public and retail trade informed concerning their products, and how to use and sell them.

48. *I would—*

Send a weekly or monthly letter to each manufacturer whose lines I carried, keeping him posted on the status of the sales of his own products in my territory. Here again I would endeavor to act as a branch of the manufacturer's organization, just as I expect my dealer-customers to act as branches of my own organization.

49. *I would—*

Spend a considerable part of my own time outside my office, leaving the routine conduct of the business

to a responsible assistant. Thus I would keep myself free to go about in the trade, and visit my dealers and manufacturers, keeping in close touch with each and learning of new ideas and products and how my house can best serve its customers and those for which it acts as distributor.

50. *I would—*

Furnish all my dealers with order blanks which when filled out would serve as standard billing and order forms to be put through my billing and accounting departments, thus saving needless expense for editing orders, copying, rebilling, etc.

51. *I would—*

Carry lines of lighting fixtures suitable for the dealer trade.

52. *I would—*

Join dealers in circularizing their prospect lists, helping them in the preparation of letters, pamphlets, etc., and encouraging them in the proper use of manufacturers' dealer-help material, folders, booklets, lantern slides, films, etc.

53. *I would—*

Instruct my salesmen not to waste time in soliciting business from "industrials." I would aim to direct the business of industrials through contractors and of course provide a dealer's differential. I would not quote or bid for "industrial" business.

54. *I would—*

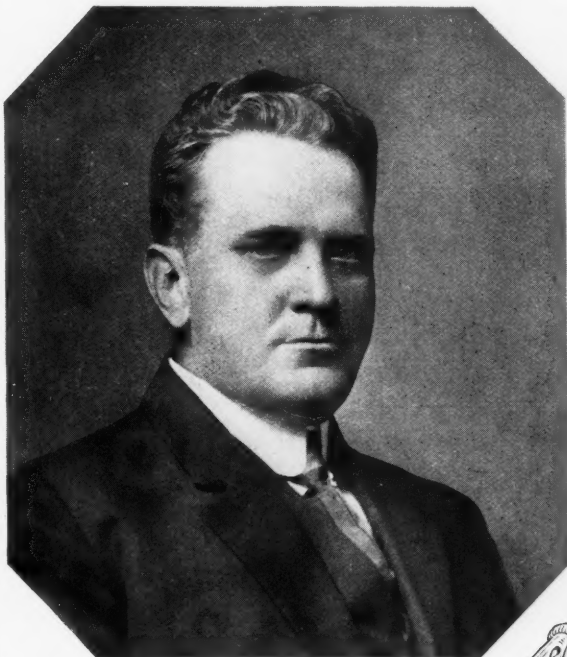
Not do business with any contractor-dealer who did not co-operate in full measure with the central station.

55. *I would—*

Adopt a profit-sharing plan for my employees, by which half of the profits, over a safe reserve and capital charge, should be distributed among the employees in the proportion of the period and value of their services, and the other half to the stockholders.

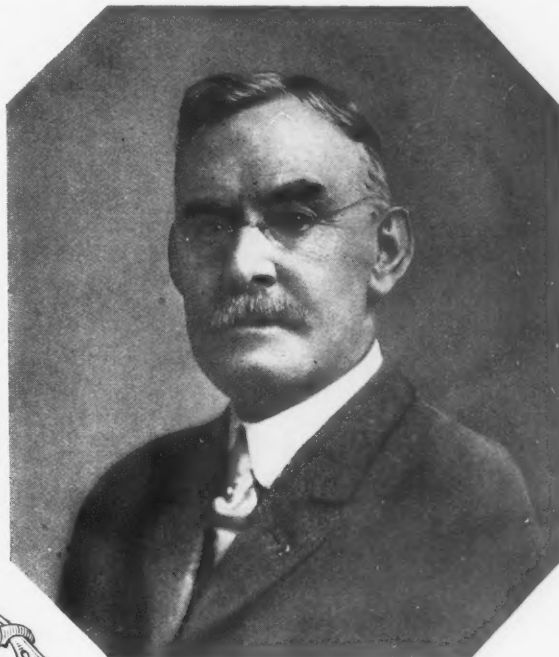
56. *I would—*

Develop a plan of employee stock or bond participation in my company. I would make saving compulsory by setting up a percentage of salaries for stock or bond investment. I would not continuously employ anyone who refused to invest some part of his earnings in the company.



GUY E. TRIPP

Because of his experience, judgment, and sound common sense which have made him a leader of men and of industry; because of his vision in pointing out the financial requirements of the electrical business; because he has a sense of humor, and uses it; and because of his great work for the Ordnance Department in organizing American industry for supplying the needs of the Army.



JOHN A. BRITTON

Because he is vice-president and general manager of the Pacific Gas & Electric Company, operating the most extensive electrical distributing system in the world; because he has built up an esprit de corps among his five thousand men that has developed in them a truer sense of loyalty to an ideal; because he is a regent of the University of California; and because he is the father of a hero of the Argonne.

*Electrical Merchandising
Nominates
for the*

**ELECTRICAL
HALL OF
FAME**

FRANK S. PRICE

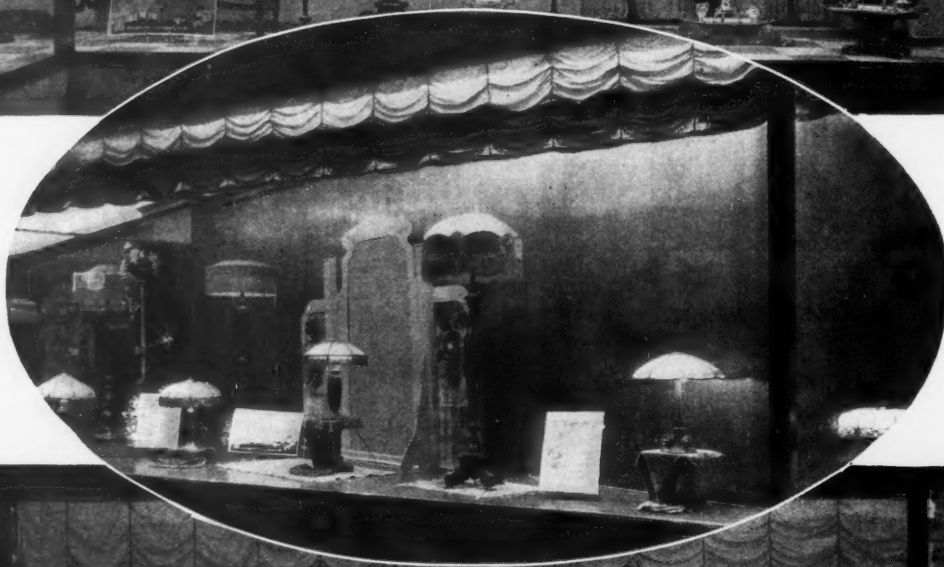
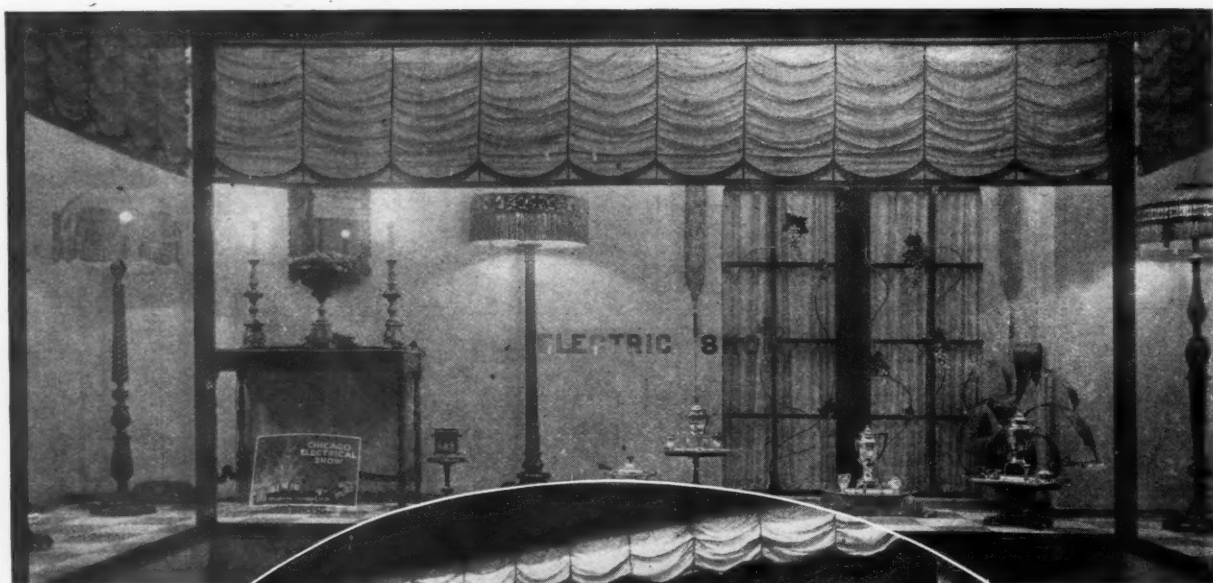
Because of the intellectual leadership he exercises among his fellow jobbers; because of his untiring work for the whole electrical industry in every national movement and association of his times; because he is so modest; and because he has combined the intensive development of a great wholesale establishment with a liberal appreciation of the functions of manufacturer, jobber, and retailer.

JAMES R. STRONG

Because he has given unsparingly of his own effort, time and money for the upbuilding and success of the national contractors' association; because for years he has been the song-leader of electrical gatherings, knowing that men who sing together can the better work together; and because he is a tireless leader and worker in school, club, church and civic affairs in his community and state.



Color—the Key to Beauty



Color is coming into its own today, in the display windows of merchants no less than on the walls of our art galleries. Witness the lavish yet studied use of it in the great art shops that line our national thoroughfares. Window display artists today are giving color effects their first consideration. And why? Simply because color is at once the subtlest and swiftest shaft to reach the passer-by. Best of all, color is the one medium that is equally at the disposal of the

largest metropolitan store and the smallest electric shop—if the latter but see its possibilities. Study the pictures here shown—windows of the Commonwealth Edison Company, Chicago. Imagine the color effects which really "made" the windows. And reflect that these effects were produced not only by the rich draperies, background and harmonious furnishings, but largely through those resources which are open to the smallest electrical dealer—exquisite shades and lamps.

The 22 Stores that Rost Built

The Story of a Newark Electrical Jobber's Organization—How This Company Has Analyzed the Electrical Distributer's Future and Prepared for It

By W. A. BAYARD

THERE are a great many electrical jobbers in the country who are sincerely eager to develop a bigger volume of business. They are willing to do a lot to get it. They believe that logically, the contractor-dealer should be the avenue for the development. They are ready to co-operate. But they don't know what to do or how far to go. I want to tell the story of a small jobber in Newark, New Jersey, who has found one way that has proved wonderfully profitable and perhaps has blazed the trail that the rest should follow. His name is Rost—O. Frederick Rost—and he is the manager of the Newark Electrical Supply Company, of Market Street.

Mr. Rost has been in the electrical business only four years. He had been engaged in the manufacturing end of the automobile industry and became manager of the Newark jobbing house on Jan. 1, 1916. It was all new and he came in without any of our regular electrical traditions to influence him. And perhaps, that has had something to do with it. Anyway, he found himself in a position where he had to do something quick and effective to bolster up the business that had been put into his charge, for one-third of the outstanding accounts he found to be uncollectable, and there was lack of capital and none too much business. What he did, therefore, was done under adverse conditions and will serve as a very conservative example of what *any* jobber can do if he wants to and is willing to work.

MAKING TWENTY-TWO CONTRACTORS INTO REGULAR MERCHANTS

In a word, what Rost has done is this: He has deliberately put 22 once-small contractors into business as regular electrical merchants—agents of his—and so boosted their sales both in their construction and retail departments that they have

grown and prospered to such a degree that it has had much to do with the fact that the business of the Newark Electrical Supply Company has tripled in the four short years. And the whole thing has been accomplished, you might say, since the signing of the Armistice. For the first years were spent largely

Co-operation Is Self-Preservation! —for Everybody

"The electrical supply jobber is a definite factor in the distribution of electrical merchandise. He cannot afford to disregard the present urgent need for greater numbers of retail electrical stores and he must decide on some plan or other that will increase and stimulate healthy retail distribution.

The jobber must throw off his attitude of indifference toward other branches of the industry and learn to co-operate with all of them. He must co-operate particularly in the building up of the contractor-dealer, and in that co-operation he will find self-preservation."

—O. F. ROST.

in cleaning house, culling stock, collecting accounts and getting things on a bed-rock basis. How the Big Idea was born, Mr. Rost explained to me this way—

"In the spring of 1917," he said, "I had the privilege of attending the first meeting at which the so-called Goodwin Plan was outlined to the industry of New Jersey. It was in Long Branch and there the general plan was described and defined. After this memorable meeting, I

spent much time in trying to dissect the plan. I made an earnest effort to understand the underlying reasons which were responsible for Mr. Goodwin being put in the field as a missionary of co-operation. I tried to appraise to just what degree he could really hope to achieve the ideals which he had announced as his objectives, and most of all I tried to figure out just how the business of my company would be effected if Mr. Goodwin should achieve the realization of all of his ideals.

EACH GROUP MUST BENEFIT FOR PLAN TO SUCCEED

"I considered as a prime essential that any new plan would necessarily have to protect the central station interests, the manufacturers, the jobbers, and the contractors as the four most important branches of the industry. Central stations would expect current-consuming devices to be put on their lines as rapidly as any campaign run by themselves could accomplish similar results. Manufacturers had a right to expect that their products would receive proper retail distribution. Jobbers, in order to continue in their function as distributors for the manufacturer, necessarily would require sufficient numbers of contractor-dealer establishments to insure them of a satisfactory volume of business. The contractor-dealer as a retailer of electrical merchandise would have to undertake to function as a genuine dealer, or an electrical merchant, to fulfill his part of the arrangement.

"When considering the proposition from the angles of each branch of the industry, the conclusion seemed justified that the only way each of them could be satisfied would be if there were brought into existence a sufficient number of retail electrical stores to satisfy all concerned, and at the same time, this would also



accomplish the most important purpose of all, the preservation to the industry of the privilege to market its own products rather than have hardware stores, drug stores, and department stores become increasingly important factors in the distribution of electrical merchandise to the ultimate consumer."

Being an "outsider," as it were, Rost was hampered with no preconceived theories on the subject and he had to work the problem out pretty much in his own mind. Being by nature an independent thinker, he was able to. And the conclusion he reached was that the future of his company lay in two directions—to develop a better service and a greater volume of sales to industrial plants and to bring about the establishment of more electric stores throughout his territory in order both to provide a greater market for appliances and to stimulate the wiring business. With these points outlined clearly in his own mind, he set about to carry through the plan and in both his purposes he has been most successful. His industrial business has grown remarkably, but I am not going to dwell upon it, for the other is the experience that offers most in promise and inspiration.

Rost began at once to study the contractors in the various towns and cities of northern New Jersey that his company serves. He went to them personally, one after another and sized them up. Finally he decided to make the experiment with a man who was doing a very small contracting business in a little village. He had a shop in a corner of his barn and was just managing to

keep up with a \$300 lamp contract. Rost sold him the idea of opening a store in the adjoining town which is one of the most prosperous small cities in the state. Rost then helped him find a location and they rented the store for \$50 a month and drew up a contract which for liberality exceeds anything of the kind I have ever seen.

Rost had decided

expense and trouble. He was afraid. Then finally, he caught the germ of Rost's enthusiasm and when he found that he was absolutely covered, took a chance—which, of course, was no chance at all. Rost also assisted him in fitting out his place, personally dressed his first window for him and has helped him in all kinds of ways continually.

The result is that today, this man has a \$25 a week clerk behind the counter to wait on customers. He has a \$3,000 lamp contract and will probably sign up for \$5,000 next time. He has a going business that is paying well. He's on his way.

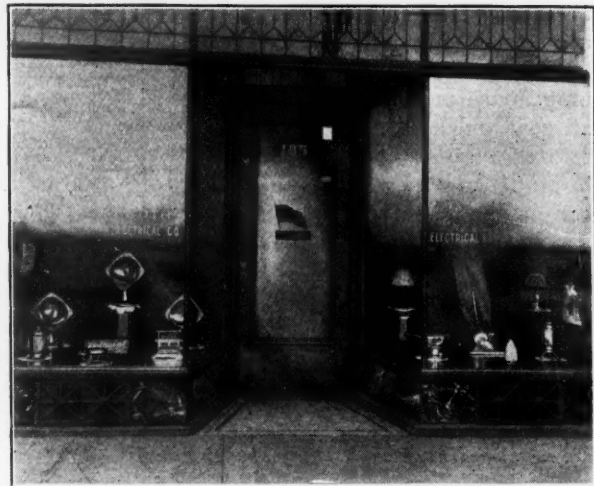
Well, about then we got into the war so strong that it seemed unwise to push the idea further, so Rost waited, in the meantime carrying on his first agent and developing experience for later use. Also, he sought out other men to back. Then when the Armistice was signed, he jumped into the collar and one by one signed up more dealers, and got them started until today there are 22 of them, all doing business in a bigger way. All have signed the same contract, but without the rental guarantee, for the first man's



Here are three of Rost's dealers' stores—located respectively at Montclair, Kearny and Perth Amboy, New Jersey.

that the only way to make a merchant of a contractor was to get him started on a basis that would make an immediate showing of success. Hence, his plan was to outfit the dealer with a consigned stock, ample to put him into business, and he knew no better way to do this than to parallel the regular lamp contract under which the National Lamp Works supports its agents. With this first dealer, however, Rost put in a further clause in which he agreed to guarantee the rental. In the event that the profits of his store were less than \$50 for any month, Rost stood ready to make up the difference.

In other words, Rost had to tease this man to start in business. He had been skeptical at first. He thought a store would be too much



progress proved that to be altogether unnecessary.

There is an interesting story behind every one of these stores. Some of them were just shoe-string contractors with the business in their hats. Some had small shops, but had done no merchandising. Some had little, shiftless stores that never had and never would make money. Each one today, is a real, live electrical merchant.

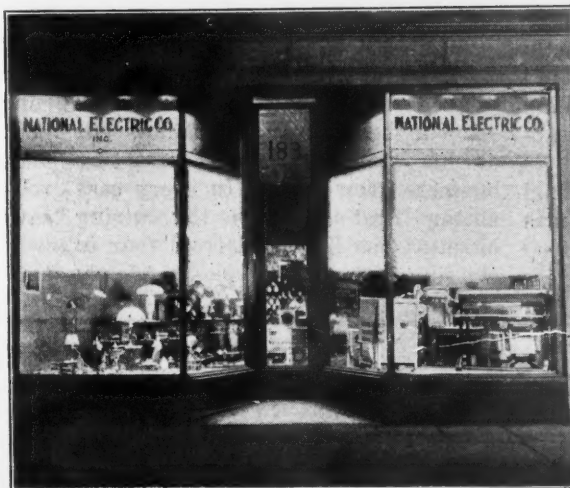
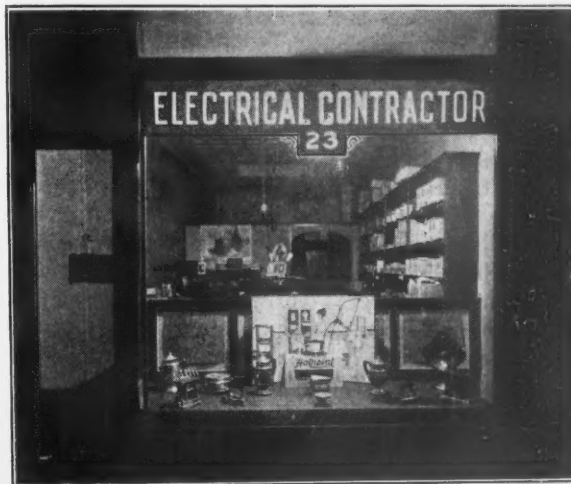
In one town, Rost sought out a

little contractor who had the right look about him. He was a good, clean-cut chap, but he was in the wrong town. There was a good place for a store in a neighboring community, however, and Rost talked it up to him. Apparently he was interested and Rost went so far as to rent a location for him in hopes that it would start him. But he wouldn't start. It was a year later, when one day this man came back from Florida and called on Rost and reopened the matter. He had been thinking. The upshot was that they both ran over to the town that Rost had picked for him—made several trips in fact—and the store was opened and today he is doing an admirable business, with a profitable turnover.

In another town was another man who had not gotten out of the "screwdriver electrician" stage. He bought for cash. He did his own work. He had no shop—just a little store room somewhere. But the store manager in Newark told Rost that he was good material, and when he came next time, sent him upstairs. Rost sold him the idea and a store was found and opened last July. And

thusiastic, wanting Rost to come right down to see the store. He has a growing business now that pays him more than he had ever hoped to make before Rost came along.

So much for the interesting stories—but the important thing is how it has been done. And that is simple too. Rost at bottom is a business man who realized that the only way to make a



Three more of the 22 new stores. These shops do business in East Orange, Passaic, and Newark, in the order named.



now he is a real business man with a real business.

In still another instance, Rost discovered a chap who had half of an 18-foot front store in a good town, with a wall paper man on the other side. He wasn't making any money. Rost went down and in two hours signed him up, got him to take the whole store, laid the store out right, got him to buy furniture and made him a lamp contract. Inside of a month, he 'phoned to Newark, en-

thusiastic, wanting Rost to come right down to see the store. He has a growing business now that pays him more than he had ever hoped to make before Rost came along. Hence he has a service man who maintains contact and co-operation with the agent-dealers. This man lays out the dealer's store for him, and shows him how to dress his windows. He often trims them himself. He installs a standard accounting system for each dealer and shows him how to keep his costs. He teaches the dealer how to keep consignment stock and check it up each month. He audits his books every so often to show him how he stands. He gets the check for goods

sold every month. He helps him collect difficult accounts where necessary. He helps him figure contracts. He goes out and demonstrates and sells for him.

He is the dealer's counselor—his friend, his helper. He spends his entire time working among the 22 dealers and in touch with every one of them by phone or visit continually.

In addition, these dealers are supported further with definite sales campaigns that are put on by the Newark Electrical Supply Company

which advertises liberally. The recent quarter-page displays in the rotogravure section of the leading Newark Sunday paper show how dealers' names are always featured prominently. House-to-house canvassers are organized and commission salesmen taken on for special local drives, that are guided and assisted freely by the dealer-service man. In other words, Rost has endeavored to establish independent dealers through his territory and then get right behind them, as he would his own branch stores, and make them pay. And he is certainly succeeding in a big way, both for them and for himself. His own company's business has tripled, as I said. His uncollectable accounts have not exceeded \$500 in the last three years. His annual sales now total over half a million.

WHAT "LOYALTY" IS EXPECTED?

And now for the question that every jobber who reads this will want to ask—*Are these new dealers loyal?* But that very question should never be asked. For it intimates that this agreement that Rost makes

with these dealers is a sort of a marriage-contract with a "cleave only unto him" clause—which it isn't. No one of these dealers has promised verbally or otherwise to buy only from Rost. He isn't expected to. He shouldn't. He doesn't. Every one of these 22 stores buys from other jobbers besides Rost. Every one of them sometimes even buys direct from manufacturers—often stuff that Rost could get and would get them if they asked him to. Some of them carry another line of heating devices in direct competition with the line he puts into those stores on consignment.

But is that loyal? Sure, it's loyal. It's loyal to themselves and perfectly fair to Rost, because it is exactly what they naturally would do and what Rost expected and considers proper. For the idea in the establishing of these stores was not to build up a chain of shops that would buy only from Rost. The belief was that, thus encouraged, guided and assisted, these stores would buy more

goods from Rost—and so they do.

It works out quite simply and quite naturally this way. Here is a one-horse contractor. He doesn't do much business. He doesn't buy much from Rost. He doesn't rate very high in his town. Nobody knows him particularly. Along comes Rost and sells him the idea of starting a store and doing a real business. He opens his store and with the assistance of Rost's consigned stock and Rost's service man gets going. People notice it. They watch. They see him pull ahead. "This chap is a comer" they say. They feel more confidence in him. He gains increased prestige.

BOTH CONTRACTING AND MERCHANDISING BUSINESS GROW

As a result not only does he develop a merchandising business out of his store, but his contracting business grows also. In every case among Rost's dealers the wiring business has increased from four to six times its former volume, simply

because the community discovered that here was a real electrical man, and brought him more work to do. Then more business necessitated more buying and each man has gone ahead and bought as he thought best from whom he liked, but because Rost's man is helping him so constantly and in such close contact, Rost gets an even break or better than an even break—and that is all he wants. For the dealer's business grows so that an even break is sure to bring Rost more than he would possibly have had if he had sold him all he bought under the old conditions.

For instance, in one case, Rost had sold this dealer lamps for four or five years, but just about the time that he signed up the agent-dealer contract and put in a store, somebody else cut in and took away the lamp account. But Rost didn't quarrel about it. He went to work and sawed wood, knowing that the store would pay without the lamp contract. At that time this man was

Agency Agreement

THE Newark Electrical Supply Company, a Corporation formed and existing under the law of the State of New Jersey (hereinafter called the Seller), hereby appoints John Doe, residing at 483 Smith Street, Montclair, N. J. (hereinafter called the Agent), to sell for it electrical household appliances and Mazda lamps as covered by special contract, and other electrical material as hereinafter provided, upon terms and subject to the conditions herein set forth, and the Agent hereby accepts the appointment and agrees to comply with the terms and to perform all conditions hereof.

1. The agency herein created shall continue for the period of three (3) years from the date of his appointment, unless sooner terminated as herein provided.

2. The Agent agrees to operate a retail store at 483 Smith Street, Montclair, N. J., equip said store with suitable furniture and fixtures, to provide proper facilities for the handling of retail electrical appliances, and to maintain the establishment in first-class order and condition. A discontinuance of retail store at above address will automatically terminate this agency appointment unless otherwise agreed in writing.

3. The Agent agrees to provide an attendant during business hours to wait upon customers in said retail store and to answer telephone inquiries.

4. The Agent agrees during the term of this arrangement to actively promote and advance the sale of household appliances and other electrical specialties as supplied to him by the Seller.

5. The Seller agrees to maintain on consignment in the custody of the Agent, to be disposed of and paid for by the Agent as herein provided, a stock of electrical household appliances and other electrical specialties, which stock may be increased or reduced at any time at the option of the Seller. All articles in such consigned stock shall be and remain the property of the Seller until they are sold, the proceeds of such sales shall be held for the benefit and for the account of the Seller until paid for as here provided. The quantity of stock to be consigned shall be equivalent to a 30 to 60 day supply. All articles consigned to the Agent shall be displayed for sale in the place of business at 483 Smith Street, Montclair, N. J., until they are sold, and shall be kept in such a manner as to afford ready inspection, and any authorized representative of the Seller shall have access to said consigned stock at all times during business hours.

6. The Agent is authorized to sell material from the consigned stock at the prices established by the Seller at its retail store 223 Market Street, Newark, N. J., of which prices the Seller agrees to keep the Agent informed.

7. The Agent shall keep account books and records giving complete information covering all transactions in connection with the Seller's stock, which records shall be open during business hours to any authorized representative of the Seller.

8. The Agent shall pay all expenses in connection with the maintenance of the retail store at 483 Smith Street, Montclair, N. J., and all expense incident to the sale of goods. The Agent shall receive as compensation for the performance of its

obligations hereunder an amount equal to the difference between the selling price of each article and the amount due the Seller for said articles on the basis of the regular prices to contractor-dealers as established by the Seller.

9. The Agent shall render to the Seller, not later than the tenth of every month, report of sales made during the preceding calendar month and said report shall be accompanied by a remittance equal to the total value of the sales less the amount of compensation; it being understood that such reports and payments shall cover all goods removed for any reason whatsoever from the consigned stock during the preceding calendar month. If the report as herein provided is forwarded and remittance made not later than the tenth of each month covering the sales during the preceding calendar month regardless of whether or not the Agent has collected the accounts covering those sales, the Agent shall be permitted to deduct special cash discount of two per cent.

10. The Seller agrees that if at any time during the term of this agency appointment, special sales are provided and advertised by its retail store, it will make the necessary arrangements to enable the Agent to furnish the same article to customers at the same price during the life of such special sale.

11. The agency hereby created may be terminated by the Seller at any time by giving notice in writing to the Agent of such termination. This agency appointment is personal in its character, and the Seller particularly reserves the right to cancel the agency in the event of the transfer of the business or the control thereof to parties other than those in control at the signing of this agency agreement.

12. The Agent agrees to carry Fire Insurance in an amount to cover at 100 per cent of its value, the consigned stock placed in its custody by the Seller and it is hereby agreed that in the event of any fire losses, the Agent shall settle and pay for any consigned stock damaged, destroyed or otherwise unaccounted for in the same manner as if goods had been sold by him.

The expiration or termination of this agency for any reason whatsoever shall not relieve the Agent of other obligations and guarantee hereunder, and immediately upon such expiration or termination, the Agent shall deliver to the Seller all articles and goods consigned hereunder that may remain unsold at the time and shall pay for whatever goods may then remain unaccounted for.

The existence of this agency appointment shall in no way whatsoever effect the electrical contracting business of the Agent, but it is agreed that the Agent shall make every reasonable effort to promote the sale of electrical appliances and other electrical material covered by this appointment.

Dated in the City of Newark, County of Essex, State of New Jersey, this First day of August, One Thousand Nine Hundred and Nineteen.

NEWARK ELECTRICAL SUPPLY COMPANY

O. FRED ROST (the Seller)
JOHN DOE (the Agent)

buying from \$200 to \$300 worth of stuff each month from Rost. Today his purchases run better than \$1,200 a month *without lamps*. To be exact, in October they were \$1,535, in November \$1,300 and in December \$1,235—out of the consigned stock. And when the year is up, Rost is going to get that lamp contract back again with a whole lot bigger total than it had before.

**"FIGURE IT OUT FOR YOURSELF,"
SAYS ROST**

And there you are. The calculation is not complicated. Given a man to whom you sell \$200 worth of stuff each month, it pays to boost him up to where he will be purchasing \$1,200, because with an even break you will be sure to sell him more than you ever did before. That's the whole idea with Rost, and that's the way it's working out. What does it matter if the chap does sell two kinds of heating goods? He'll sell more of yours than he did before anyway. And all the time his wiring business grows and probably he relies on you for most of that, simply because you are the favored jobber from whom he is habitually ordering in a pinch.

Rost says this—"Every appliance sold creates another socket. Either a new receptacle will be installed, or some unused socket will be put to work, or a plug cluster or current will be utilized to make another socket for it. Therefore, I look upon these little stores as constant feeders to the regular market for wiring supplies." So he tries to keep a force of 22 commission salesmen working, one for each store to keep a constant pressure and maintain continuous sales of appliances for every store, both for the profit to the dealer and to keep small wiring orders coming. He has had a lot of trouble, of course, with these commission men. Some have eloped with a flatiron or a piece of change, but with care and close follow-up the plan works and pays. He is getting ready to try out in one town this spring a plan of campaign that will utilize the mail and telephone. If it succeeds, it will be put on for each dealer in the group.

**CLOSE PERSONAL TOUCH AND
GUIDANCE**

Rost keeps personally in close touch with these agent-dealers. He tries to drop in on each one of them, personally, each month. He watches

their monthly statements and their credit conditions carefully and keeps on talking better prices and better profits. He gives considerable time to contractor affairs by entering into all activities of the New Jersey State Contractors' Association. When they recently had a membership campaign, he sent his men out and brought in twenty-odd new members, with cash in hand. More and more dealers are recognizing that the stand he has taken on credit is sound and right and are coming in to ask advice and get co-operation. The Newark store still has a retail department because Rost feels that his company has been well-known as headquarters for electrical supplies for 20 years, and that there is a moral obligation to provide the public with a convenient place to buy. But he tells the contractor-dealer that he stands ready to hang out the *Wholesale Only* sign as soon as they provide adequate facilities to serve the public and supply the market as well or better, and he looks forward to the coming of that day.

**QUICK TURNS FOR
EVERY LINE**

Two interesting deductions can be made from this experience of Mr. Rost's, it seems to me. The close contact which he maintains with his dealers has resulted in much quicker turnovers for every one of them. They are located close by, that is, in neighboring communities, so that in all but one or two cases deliveries are made by motor trucks. The service man watches their stocks. They do not delay ordering. They are seldom caught without the goods they need. There is no waiting. As a result, they get along with an average consigned stock of \$1,000 and they turn it over once in every 60 to 70 days. And remember, this is Rost's money that is being turned—for him as well as them.

Then, also, he has found that the results he has achieved in every case has been in pretty accurate proportion to the effort that he has applied. The stores that have been most successful are the stores that he has supported most strongly. The stores that have not done so well are those that have not yet been fully organized or for some reason have not had the full measure of co-operation.

In other words, pick the right type of man, with a good store in a good location, and he is bound to succeed and pay you well if you will put the

power behind him. But if the jobber merely starts him and then lets him go, he cannot be expected to come through, because he cannot for himself supply all the elements that are essential to success. He must be guided and assisted with his stock, his accounting, his advertising and his other troubles, until he has had the necessary experience to complete his fundamental education.

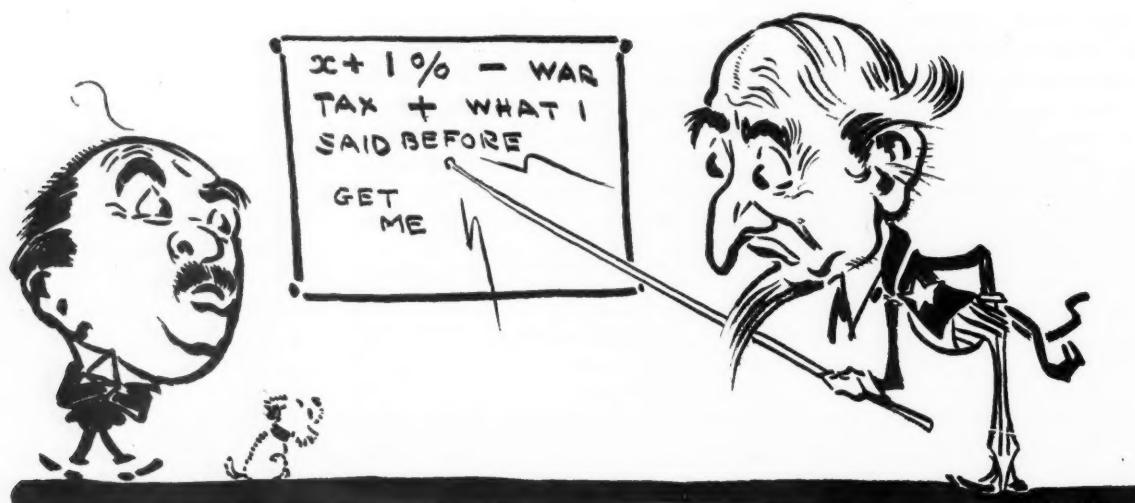
**"CO-OPERATION MEANS SELF-
PRESERVATION"**

There, in brief, is the plan that Mr. Rost has tried out in Newark. It seems to be one of the most valuable bits of pioneering that has ever been done in the jobbing field. Mr. Rost is looking at the jobbers' problems in a big way and his advice is worth some very serious consideration by the jobbing industry. Boiled down, his point of view is this:

"In my opinion," he says, "the electrical supply jobber does not want to stagnate. He wishes to progress and grow. He is anxious to justify his existence as a definite factor in the distribution of electrical merchandise. Therefore, he cannot afford to disregard the present urgent need for greater numbers of retail electrical stores and he must decide on some plan or other that will increase and stimulate healthy retail distribution. In this way, he will back up the central stations in their efforts to serve the public, and help to compensate them for their many years of missionary work which they have carried on. He will more fully support the manufacturers whom we are continually urging, individually, and as an association, to look upon the electrical supply jobber as the logical channel for the distribution of their goods. And he will also build up the electrical contractor-dealers so that, as a class, they may take their place in the business world as real merchants and worthy representatives of the greatest of all industries.

**JOBBER MUST THROW OFF ATTITUDE
OF INDIFFERENCE**

"But if I read the signs of the times correctly, if he is to do this, the jobber must throw off his attitude of indifference toward other branches of the industry and learn to co-operate with all of them. He must co-operate particularly in the building up of the contractor-dealer, and in that co-operation he will find self-preservation."



How the Merchant Should Figure His Income Tax

Uncle Sam Offers Specific Instructions for Arriving at Total Sales, Pricing Stock for Inventory, and for Figuring Net Income—Returns Are Due by March 15

JUST HOW a small merchant or shopkeeper, who has no real bookkeeping methods, should proceed in figuring his annual profit or loss for the purposes of the income tax is explained in a statement issued by the Bureau of Internal Revenue.

The experience of the bureau is that most shopkeepers have at hand, or can construct with reasonable accuracy, the data necessary for computing the net income for each year.

While the rule-of-thumb is employed in many instances where the shopkeeper does all the work and hires no help, the principles adopted by the government can be made applicable to nearly every case of this kind. If some evening after locking the door he will spend an hour or two with an income tax blank on the counter and the thought in his head that this income tax is a great American duty to perform he will learn something, even if the result of his honest computations is that he owes no return or tax to the Federal government.

He will discover that the government plan is applicable to his business in its method of getting at the result of the year's transactions. He will more clearly see his relation-

ship as the little brother of the great city merchant who sells in millions instead of hundreds of dollars. And he will realize that there is a tangible relation between his little shop and a countrywide American law.

The data which he will need is contained in the gross sales, the purchases of the year, the inventories at the beginning and end of the year, and the selling expenses of the shop.

The gross sales over the counter are known to every progressive store or shopkeeper. In many cases he has his cash-register memoranda. Even if he has no register, he usually has some other records of his intake.

Aside from cash sales, most small stores have running accounts with customers. In the case of a brand new business it is important that accounts receivable for goods or

services furnished during the taxable year be added to the cash receipts, the result to be taken as the gross sales of the year.

In the case of a long-established business in which the balances due from customers will average about the same amount each year, the storekeeper has the privilege of figuring his net income on a "cash basis." That is by ignoring the balances due him from customers and including in his cash receipts the total of intake regardless of when his goods were sold, he will arrive, by proceeding along the steps prescribed by the bureau, at an acceptable computation of the net result of the year's transactions.

In any case where both the cash intake and the accounts receivable created during the year are taken into consideration as the gross sales, the storekeeper should guard against duplication of the same income by omitting the payments received on back accounts that were taken up in prior years as accrued income.

ARRIVING AT TOTAL SALES

There are, therefore, two methods of arriving at gross sales for the year. On the one hand is the "cash basis," which is more practical for

a long-established store, and on the other hand is the "accrual basis," which is more accurate from an accounting standpoint as showing the correct earnings of the store during the year.

The purchases of goods and supplies during the year are obtainable from the inward invoices, which most shopkeepers retain for their own use in fixing retail prices. Invoices of goods not received at the end of the year should be included, and in these cases such goods must be included in the inventory for the end of the year; for, although in transit, the title to the goods has passed to the shopkeeper and they are considered as on hand. Goods or local products received in exchange for other goods should not be included; neither should cash purchases be considered if the intake for the year is figured on the basis of the daily gain shown in the cash drawer.

PRICING STOCK FOR INVENTORY

The construction of inventories of goods on hand unsold at the beginning and at the end of the year is not a difficult matter in small merchandising. The stock on hand is generally well known to the owner, who, if he is wide-awake, keeps an eagle eye on his shelves and storehouse. The pricing of this stock is the thing that he must be most careful about, particularly in these years of fluctuating costs. The pricing should be by one of two methods: (1) Cost in each item or (2) cost or market, whichever is lower on each item. In either case, he cannot value the stock at any price higher than cost and by the second method the shopkeeper may use market price if it is lower than his actual purchase price, on any or all items.

In pricing inventories there is another important rule of the government to be observed; that is where goods are so intermingled that they can not be identified with specific invoices they are deemed to be the most recently purchased and the latest invoice prices on those particular items should be used.

The inventory should include raw material and supplies on hand that have been acquired for sale or use in production, together with all finished or partly finished goods. It should include merchandise sold but not billed to the customer at the date of the inventory, and any goods out upon consignment, unless such goods

have been included in the sales for the taxable year. It should also include merchandise purchased, although not actually received, to which title has passed to the purchaser.

As to selling expenses, these are easily figured, for a shopkeeper keeps a close watch on his till and knows what it has cost to pay his help, to light and heat his store, to pay his rent, if any, and to maintain his delivery service. Then there is the telephone, telegraph, postage, expressage, freight, and repairs. He is also allowed to include interest paid on borrowed money, taxes on his business property, and a reasonable allowance for wear and tear on his fixtures, wages, horses, delivery auto, or any machinery or other



The electrical business man who is beforehand will have his income tax return in shape by the first of March, a full two weeks before the date returns are finally due, March 15.

equipment which he owns and uses in the business.

With the above data at hand, any small dealer may make the same computation as his big-town fellow merchant to figure the net income of the business. The procedure is as follows:

Add the inventory for the beginning of the year to the purchases for the year; from this sum subtract the inventory for the end of the year, and the balance is the cost of goods sold. Taking this cost from the gross sales for the year, he reaches a figure which is his gross operating profit for the year. From this gross profit he is allowed to deduct his selling expenses. The result is *net profit*, to which he should add any interest or other business income not included in his gross sales, and the result will be the amount which he will consider as his business net income.

By pursuing the above method the shopkeeper eliminates consideration of his own salary or withdrawals from the business. If he made withdrawals from the business, whether daily, weekly, monthly, annually, or irregularly, in the form of cash or

in goods for his home consumption, this amount must be either added back into the net income as computed by the method explained above or he should consider it as a salary withdrawn, and therefore taxable income. The point to be borne in mind is that Mr. Storekeeper is taxable on his entire net income, whether withdrawn or not.

A merchant may have withdrawn a considerable amount of money from his business and yet have actually suffered a net loss in his year's transactions, his shelves having been depleted of their stocks. On the other hand, a million merchants are building up and extending their business, withdrawing only enough for living expenses. Their goods for sale, piled up at high purchase prices, may contain a goodly income earned during the year in the business done over the counter. Whether the earnings are put back into goods or are placed in the bank, or whether they are used to maintain the shopkeeper and his family or withdrawn by him for other purposes, the net result of the year's business must be identified and considered in its entirety when the income-tax season arrives.

It is also pointed out by the Internal Revenue Bureau that if the shop or store is operated by a partnership a return must be made on Form 1065, regardless of the amount of its net income. A partner must consider as income his share of the net profits, whether distributed to him or not, together with his other taxable income.

If the store is incorporated a return must be made annually on Form 1120, regardless of the amount of its net income.

If operated by one proprietor he must consider the net income of the store, together with all of his taxable income from other sources, in determining whether a return is required. And, if he must file a return, Form 1040 or 1040-A should be prepared with due care and accuracy and filed on or before March 15.

In addition to the above returns there is another return required if any employee, landlord, mortgagee, or other person, or any fiduciary or partnership was paid in wages, salary, commission, bonus, rent, interest, or other determinable income, a total amount of \$1,000 or over during the year 1919, Forms 1099 and 1096 are furnished for this purpose.



There are two modes and methods whereby men achieve greatness, or better, let us say distinction—one is by largeness, the other by intensity. A man of distinction may be cast in a big magnanimous mold, without any very special accomplishments or abilities; it may be very difficult to praise any of his faculties very highly,

but he is there. Largeness is not so often recognized as greatness; intensity is frequently so recognized. What most people admire is not distinction but the tangible rewards of distinction. Mr. Comstock belongs to the type whose distinction is due to the mold in which he was cast.

L. K. Comstock—A “Close-Up”

The Human Story of One of America's Foremost Electrical Contractors,
and the Simple Personal Factors That Have Given
Him His Position of Leadership

Second in a Series of “Personal Efficiency” Studies

By EARL E. WHITEHORNE

IT IS always a great mystery how men succeed, prosper and come to stand above the rest of us. It is a melancholy mystery as long as you stand off and blink at it. But I have never seen a big man yet, who didn't come right down to human size—who wasn't interesting and understandable—just as soon as you forget the name-part of him and begin to get acquainted with the man-part.

There is a man in New York by the name of Louis K. Comstock. He is a contractor—an electrical contractor. He heads a firm large, prosperous and powerful, and maintains branch offices in several big cities of the United States and Canada. Last year his firm installed over six million dollars worth of

electrical construction. Jobs like the new Hotel Pennsylvania in New York, with 3,500 rooms, are the kind of business he likes to swing. He is an interstate contractor whose operations extend to any territory where the big job waits, and time and time again has had to work against the persistent opposition of all local electrical interests. Unions and contractor organizations have leagued to fight him tooth and nail because they saw in him merely an invader—a strong-armed giant, overwhelming all competition, that had shouldered in and grabbed off the biggest business they had ever seen, beneath their very eyes.

Here, you'll say, is a big successful man.

I want to tell you what a simple

and appealing thing it is, that—once you look and see it—has clearly put him where he is today in power and prosperity, one of the greatest-constructive and progressing influences in the electrical field.

I went to Mr. Comstock because I felt that MERCHANDISING's readers would like to find out why he is the greatest contractor in the land, that is, what qualities he has that have made him grow greater than all the rest. I believed that every other contractor would be glad to know, and I believe that many of the younger men can emulate him and win more of success for themselves, once his path is pointed out more clearly. For there is nothing more appealing than the story of a strong man who has built his life

up in a manly way. There is nothing more encouraging than to find his way a simple, human, copyable way. And so it is with L. K. Comstock.

His personal story is an interesting one. He came into the electrical industry in the summer of his junior year in college—the University of Michigan—when he took a summer job in Columbus. They were installing the now famous "Edison Tube" system, and Comstock spent this vacation testing underground tubes with a galvanometer. Then he went back to the halls of learning. He was working for the degree of Bachelor of Philosophy, also electing the meager courses of instruction on electrical subjects then available.

He was graduated in 1888—with the Ph.B. degree—but that summer job had laid the foundation of a strong inclination toward the budding world of electricity. Comstock went back, joined the staff of the Marr Construction Company of Pittsburgh, which soon after consolidated with the old Keystone Construction Company under the new name of the North American Construction Company with headquarters in Pittsburgh. There he worked for four active years.

COMSTOCK, TOO, HAS HAD HIS DISHEARTENING SETBACKS

With this background and experience, Comstock then moved to Chicago and went into the construction business for himself. But when he was well started and going strong there came an unexpected cropper. He had built a railroad and taken payment one-third in bonds, which, of course, were already placed with a Chicago bank. But the panic came in like a tidal wave, the bank went under and Comstock was left there with his bonds, beached high and dry. And that was the end of the story in Chicago. He closed up his affairs and entered the employ of the Western Electric Company as superintendent of construction.

For years, however, his eyes had been on New York as the great field of opportunity, and in 1900 Mr. Comstock left the Western and came on to New York and joined the organization of the George A. Fuller Company as electrical and mechanical engineer, in charge of electrical and mechanical work. In 1904 he once more launched his

own business under the name of L. K. Comstock & Company. From that day to this has been one steady, consistent, cumulative development. Today his company heads the list of electrical engineering contractors. There are branch offices in



"In play you find out a man's true character," explains Mr. Comstock, who is here shown on a tramp with his son. "You see and like that man's human self. You come to recognize the fact that your ideas have much in common. You find unconsciously a bond of sympathy and understanding with that man that makes it not only possible but natural for you to co-operate with him in the promotion of your common interests. I decided that the thing to do was for all of us to play a bit, and after play to get together for a while and talk things over. This resulted in the organization of the Conference Club."

Chicago, Cleveland, Detroit, Montreal, Baltimore, Newark, and Brooklyn. There are also several retail stores. It is a great big business institution, the product of a few big ideas applied by a big man. It was all very simple—to hear him tell of it.

A FRANK, MODEST, COURTEOUS GENTLEMAN

For one who has known Mr. Comstock only by his material fame, to meet the man brings many surprises. You find him a full-sized, upstanding, whole-souled, open-handed, frank, modest and courteous gentleman, apparently free from cares and responsibilities, and with the time and inclination to talk with eager interest of anything that concerns the betterment of this industry of ours. And you find him thinking more as the philosopher than as the engineer. The substance

of that degree he took way back in '88 has not been buried very deep by the diversions of an active business life. It seems to have developed in Mr. Comstock a quality of mind and a simple rational purpose that has dominated his whole career. Three things he set about to do as a young man. Three rules he laid down for himself to follow. These rules were:

1. To gain the co-operation and attach to himself other men of character and quality that would increase not only his own power but theirs for achievement and production.

2. To systematically delegate to others every detail and department of his work that could possibly be rested on other shoulders.

3. To think and plan ahead in constant preparation for the evolutionary progression of his business.

It is interesting to look across the story of Comstock's career and see what practical applications he has made of this simple three-fold policy and how it has influenced the unfolding of his great success.

CHOOSING HIS ASSOCIATES

Back in Columbus during the laying of the "Edison tube," he met a man there in charge of labor. He had a wonderful way with him, great driving power, a genius for getting work out of men. When Comstock went to Chicago to organize his first great adventure, this man, Jack Stanley, went with him. He followed to the Western Electric, to the Fuller Company and on to the new Comstock Company where he was working across the pole with Comstock until his death.

He discovered another man, much younger, Edgar Ellinger, with other capabilities, and in due time these two with himself formed the present company. These men and others who came later have been so organized that gradually Comstock himself has come to no longer perform the service of a wheel in the machine. Today, he says, this great institution operates almost automatically—that is, so far as he is concerned. He can be absent a day, a week, a month and nothing falters, nothing waits. He writes few letters. He bothers with few details. But, of course, all this has been a gradual process, step by step, the working out of his basic plan.

Soon after the company was organized in New York, Mr. Comstock, ever planning ahead, foresaw the coming need for financing. He had prepared for it by providing statements properly attested by a certified public accountant. His policy was to keep the bank periodically supplied with statements of this sort, whether it seemed at the moment to be necessary or not. Confidence was soon established and relations with the bank placed on a confidential footing, which enabled business with the bank to be conducted, not on the financial statements alone, but over and above that, on the basis of promises made and fully kept. For it is character that builds up credit—not cash—not conversation. And there you see more of the working of his plan.

GOING AFTER THE BUSINESS

The business had not been long in operation when Comstock began to realize that the old custom of relying on invitations for bids for all new business was both inefficient and absurd. He decided to apply modern principles of salesmanship. He was the leader in this movement and his method here also was to think ahead and plan and prepare the way. His organization watched the market, studied every situation as it developed, employed the Directory of Directors, the Blue Book and all other sources at hand, and got in touch with men behind the work that was to come. Opportunities and contracts increased in number constantly.

This policy of selling soon made competition less severe. It gained Comstock the refusal of much work and brought him profitable business. Likewise, this led to a similar broadening of the policy of service. Arguments with customers and law suits to settle them were not uncommon in those days. Comstock decided that it was more profitable to please the customer than to outfight him. Henceforth, disputes were arbitrated or decided in favor of the customer. It paid. It was a further application of his plan.

Again, Mr. Comstock, with three of his most active competitors, took the initiative and succeeded in establishing an Open Price Association in New York City. When bids were offered, exact copies were delivered to a secretary and thereupon distributed among all bidders in the family for comparison and

analysis. No bidder, however, could obtain his competitor's bid until after his bid was filed with the secretary. Then came the greater step—the Conference Club, of which Comstock is regarded as father. It happened in an interesting way.

THE PSYCHOLOGY OF PLAY

Not long before, he told me, he was elected chairman of a Home and School Association in his home town—Montclair, N. J. This Association made an exhaustive study of the playground question in Montclair, and during this study he learned the value of play in revealing human nature both in young

The Three Rules that, as a Young Man, L. K. Comstock Laid Down for Himself to Follow

1. To gain the co-operation of and attach to himself other men of character and qualities, that would increase not only his own power but theirs, for achievement and production.

2. To systematically delegate to others every detail and department of his work that could possibly be rested on other shoulders.

3. To think and plan ahead in constant preparation for the evolutionary progression of his business.

and old. "I was impressed," he said, "with the value of play as an influence to bring men together and make them understand each other. It is impossible for anyone to co-operate freely with another when suspicious of the other's motives. But men can and do work on this way, year after year, without appreciable progress toward any real, sensible, efficient harmony. With play it's different, however.

"In play you find out a man's true character. You see and learn to like his human self. You come to recognize the fact that your ideas have much in common. You find, unconsciously, a bond of sympathy and understanding with that man, that makes it not only possible, but natural for you to co-operate with him in the promotion of your common interests. I decided that the thing to do was for all of us to play a bit, and after play to get together for a while and talk things over. This resulted in the organization of the Conference Club."

In the past this Conference Club

has worked to promote ideas of publicity, salesmanship, service, co-operation and good business, that have been a leavening influence of widespread benefit to the whole electrical industry. It has made its members bigger men and more successful. It has laid the foundation of a better understanding between the architectural profession and the contractors than ever existed before—between the contractor and the engineer, between the contractor and organized labor.

And this is a subject very near to Mr. Comstock's heart. All through the early years of the N. A. of E. C. & D., the members not only hesitated but definitely refused to discuss the labor problem. It was a fearsome subject. But Comstock, working through the Conference Club, realized that it is the vital factor and he had the courage and the frankness to precipitate a real attempt to find some way out of the difficulties. As a result has come a definite constructive programme.

EVERY MAN OWES IT TO UPBUILD HIS PROFESSION

How does this man, the head of a great enterprise that operates across the continent, find time to do these things? Mr. Comstock says with Roosevelt, "Every man owes some of his time to the upbuilding of the profession to which he belongs."

He has set himself, therefore, to apply this principle with all the power of his capacity for leadership, and the service has been great. He has carried forward the profession of contracting by the span of many years and given it direction and purpose that already have brought incalculable advantages. How he has done it, how he has achieved so much for himself, for the great organization that bears his name and for the contracting fraternity that he is serving so wisely, is hard to set forth in mere words. Yet when you analyze it there is the story step by step. There are the three rules he laid down for his direction at the very start. There is the way. It would seem that any one of us could profit by so clear-cut an example, even though we lack the background of simple natural philosophy that from the very start of Mr. Comstock's career has seemed to bring him vision reaching beyond the normal sight of average men.

A Jobber's Salesman's

"Twelve Commandments"

Being a Bit of Conversation Between a Veteran Jobber's Salesman
—a Mighty Good One—and Another Salesman to Whom
Everything Seemed a Deep Dark Blue

THEY were sitting in the one quiet (?) corner of a busy Broadway restaurant at the tail-end of the noon hour. One was A. F. Beach, veteran salesman for E. B. Latham & Company, electrical jobbers, New York City. The other was—well, just a discouraged salesman, call him "Jones."

"Mr. Beach, somebody told me recently that you are the triple-X, A-No. 1, 4-star, first-water, blue-ribbon jobber's salesman of the U. S."

"Forget it!" snapped Beach. "Whoever told you that must have been holding a farewell celebration on the night of Jan. 15. It is not so."

"Well, perhaps," said Jones, "but the fact remains, so a little bird tells me, that for years you have been selling electrical goods for E. B. Latham & Company, and your name to many electrical contractors is beginning to mean what Santa Claus means to youngsters in the kindergarten. So the big reason why I have corralled you today and feasted you with roast goose, apple sauce and cigars has been to coax out of you some of the methods by which you have built up sales for your company and gained your present reputation. The fact of the matter is, I want you to write them down with a big black pencil."

"Well, then, we are off," said Beach. "Suppose you write this down:

"Work efficiently and work hard, guarding your health carefully. Do not call on prospects when you are not feeling fit, for the first impression is often the lasting one."

"When I escape your clutches I suppose you are going to think of these little methods of mine as so many yard sticks by which I measure my salesmanship at the end of my day's work," added Beach. "Well, as the deacon says, 'Amen—so be it.'"

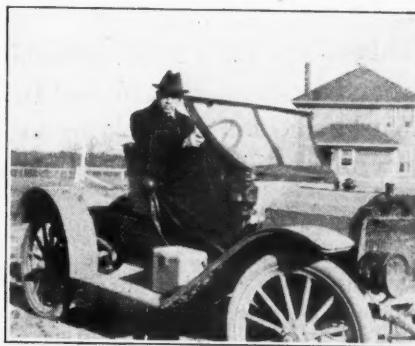
"You're right," said Jones.

"Here's another, went on Beach. "In fact I jotted a lot of these down while riding home in the

train last night, so I guess I can give them to you in machine-gun order."

"Believe in yourself and the house you represent. What you say will not convince others if your voice lacks the ring of sincerity."

"That is one of the best things my seventeen years' experience with E. B. Latham & Company has taught me. If a salesman doesn't believe in his house, the best possible thing for him to do is to look



"Avoid arguments that irritate," says A. F. Beach. "Show your customer where you are right—not where he is wrong!"

for another one at once. Too many young salesmen sound like a counterfeit coin when they are tossed down on the counter, so to speak. If a salesman wants to win his way to the top he must acquire that silvery ring of a new half-dollar."

"Good, go right along. I'm getting this O. K. On that matter of sincerity, you and Ben Franklin could shake hands and walk along together."

"Well, here's another. *Get and keep the confidence of your customer by being dependable in small things, as well as in large ones.*

"What do you think of that?"

"That sounds a bit like Solomon," commented Jones.

"Perhaps. And did it ever occur to you that Solomon said one-thousand-and-one things that modern salesmen might read and practice to advantage? If someone could back old King Solomon, I believe

we would put him on our pay roll, for I have a big conviction that he could sell a lot of electrical toasters.

"You're right. Now let's have number four. We'll talk about them when we have them down in black and white."

"Advise your customer intelligently. To do this you must know the goods you are selling, their prices and the market tendencies of the same."

"And number five?"

"Sell your goods on service, not on price."

"Wait a minute, now. All right, I've got it. And number six?"

"Dress well, for a neat and clean appearance is absolutely essential."

"Number seven?"

"Be cheerful and optimistic. Talk like a successful man."

"In other words, you believe that cheer breeds cheer, optimism breeds optimism, and success breeds success. Is that it?"

"Exactly. Did it ever occur to you that never within your lifetime and mine have there been such continents of gloom in human life as there are today. Did it ever occur to you that it is not only patriotic but also very good business to dispel your bit of this gloom and to inject something of the cheer and optimism into business today such as that which possessed this country in the height of its prosperity just before the war broke out in 1914?"

"Beach, I thought you were a salesman. I begin to think you are a philosopher. Go on."

"Well, the next think I have scratched down here is this:

"Get your customers to tell you their troubles. A sympathetic ear and a kindly helpful word are always in order. Keep still about your own troubles."

"In other words, you mean that if a jobber salesman must talk about his troubles he should make a policeman his goat, but that he should listen with the patience of Job to the difficulties of his customers."

"That's it, and that kind of salesmanship ties in with the next point which I have jotted down—another one of my 'yard sticks':

"Avoid arguments that tend to antagonize and irritate. Show your customer where you are right, not where he is wrong."

"And number ten?"

"Avoid talking too freely with prospects and new customers. Let them do the talking."

"And number eleven?"

"Refuse an order, if to get it you must sacrifice a fair profit or an established policy of your house."

"That makes eleven. Can't you think of one more, Beach, and then I'll have a sort of modern twelve commandments of salesmanship, and it will be a good dozen for me to keep in mind."

"Yes," said Mr. Beach, "one more. It's short, but it means dollars in your pocket if you keep it in mind:

"Be a good loser, but come back smiling."

"You see, Jones," said Beach, "too many young salesmen rush pell-mell through their day and never stop long enough to think about themselves and their work. It is a good thing in selling to pick yourself up once in a while, stand yourself against the wall, look at yourself critically. You remember

that old Ben Franklin was keen for this, even when he was young Ben Franklin. Don't be afraid to apply the acid test to yourself. Don't be afraid to take your work seriously and even risk being called old fashioned now and then. These twelve little 'hunches' which I have given you are really yard sticks by which I measure the length of my salesmanship ability, but they are something else, too. They are the rounds by which I have been able to travel a few feet up the ladder."

How to Finance Time-Payment Business

THIRD ARTICLE

Because He Believes That Jobbers Are Largely Responsible for the Success or Failure of Small Contractors and Dealers, This Jobber Has Devised a Simple and Easily Workable Plan for Helping to Finance the Time-Payment Business of His Customers

SOME electrical folks believe that all aid extended to the contractor should come from sources within the electrical industry rather than without. And the more one thinks about that belief the more he is likely to become convinced that it is true. Probably it would be to the best interest of everybody concerned if such a desirable condition existed.

At present such a broad-gage, within-the-industry finance plan does not exist; and perhaps the most helpful financial assistance available to contractors and dealers who are building up heavy time payment sales comes from outside of the electrical industry. There is no good reason, of course, why the electrical retailer should not avail himself of this outside assistance until a time when inside financial assistance will be available on a comprehensive scale, covering both the sale of appliances and housewiring as well.

Meanwhile, there are indications that definite plans for aiding retail time payment financing are likely to be included in the merchandising program of manufacturers, making better merchants of their retail distributors. One jobbing house

which has caught this vision of a larger merchandising service and is working it over into a constructive service program, is the Milner-Flower Electric Company, Buffalo.

This company believes that the financing of time payment sales is a problem that every dealer in electrical appliances must solve before success can be achieved in a large way. It has, therefore, worked out and put into operation the financing plan which is explained below.

THE FLOWER COMPANY VIEWPOINT ON FINANCING PROBLEM

Concerning the Milner-Flower point of view on the time payment financing problem and especially on the responsibility of the jobber in assisting the electrical contractors and dealers to become better merchants, R. E. Flower, secretary-treasurer, writes as follows:

"In trying to finance sales for our dealers to enable them to do a larger volume of business, we have adopted the policy of showing them how to do this in a thorough manner against the least possible resistance.

"We appreciate the fact that men are trained in perhaps all lines of

human activity except merchandising. We train our doctors, lawyers and engineers from six to eight years. Our 'merchants' (especially those in the small communities) start in business and go along in a haphazard manner without education or training, trusting mostly to luck to get along. Courses in merchandising, advertising, accounting and trade should be instituted in our colleges, especially in the East. The West has made tremendous strides in teaching merchandising. The successful merchants of today must be trained in the fundamentals of business. The store is a vital factor in the progress of a community and it must be operated in a scientific manner. Without successful merchants a community cannot grow.

"It seems to us that the manufacturers and jobbers are largely responsible for the success or failure of small merchants. We are attempting to employ traveling salesmen sufficiently trained in the merchandising of electrical goods to become real ambassadors of commerce to the electrical dealers of our territory. Our salesmen must be capable of assisting dealers, especially those in small towns, in

The Milner-Flower finance plan has one big advantage, in that the monthly payments are made in the store of the dealer. This assures him of constant contact with the

INDIVIDUAL CUSTOMERS' LEDGER ACCOUNT
(Showing debits, credits and balance
due at all times.)

This card then becomes the individual ledger account with this customer and as the payments are

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Name _____																															
Price _____																															
	Number Payments															Amt. Payments								Final Payment							
Date Billing _____	Contract No.															Remit								Debits		Credits		Date		Balance	
	Total Selling Price																									D.F.					
	1st Monthly Payment																														
	2nd " "																														
	3rd " "																														
	4th " "																														
	5th " "																														
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FIGURE 2—Eighteen monthly payments, if necessary, may be recorded on the reverse side of the Milner-Flower time payment record card. When an appliance is sold the card becomes the individual ledger account with the customer. The letters "D. P." in the "Credits" column "down payment."

A card system (Figs. 1 and 2),

If this machine is not sold it is

The contract that he signs is a simple "Memorandum of Agreement," covering the following points:

"1. The dealer must offer us for sale only such time-payment contracts as are genuine and are the result of bona fide sales transactions.

"2. The dealer must absolutely guarantee the genuineness of all time-payment contracts delivered to us and guarantee absolute payment of all installations on said time-payment contracts at the times that they are payable, and said dealer must agree to collect such payments at his office when the same are due, and to remit to us on the first day of each month all payments made and collected by him between the fifteenth day of the preceding month and the last day of the month and remit to us on the fifteenth day of each month all payments collected and falling due between the first day of the month and the said fifteenth day.

"3. The dealer furnishes on the first and fifteenth day of each month when he makes these remittances a complete statement showing the amounts paid on each of said contracts, and he further agrees to keep a strict and accurate record in his office of all payments made upon said time-payment contracts upon the forms or books approved by us. We, of course, ask him to keep these records on the cards described above, because it makes it very easy for any of our representatives to investigate his accounts and see how the payments are being taken care of at any time. The dealer in the contract agrees to permit our representatives to examine these cards and records at any time we may deem necessary.

"4. The dealer also agrees to hold us harmless from any and all losses, interest, expenses and attorney's fees which may be incurred by us in the collection or attempts to collect on any of said time-payment contracts.

"5. If, from our investigation of his records, we find that any customer is delinquent more than sixty days in his account, we reserve the right to bill the dealer back with such amount as is unpaid on this particular account. In that event the dealer must either carry that particular account himself or reclaim the machine.

"6. There is no limit set in our contract as to the amount of money that may be borrowed by the dealer on these time-payment contracts, and we agree to accept this paper

so long as the dealer submits to us from time to time financial statements which show the condition of his business to be satisfactory to us.

"7. We pay the dealer for his time-payment contracts as he sends them to us on the following basis:

(A) For accounts maturing by weekly or monthly payments six (6) months the first party shall pay the second party ninety-four (94) per cent of the unpaid balance less a reserve of 5 per cent of the unpaid balance.

(B) For accounts maturing by weekly or monthly payments nine (9) months the first party shall pay the second party ninety-two (92) per cent of the unpaid balance less a

reserve of 5 per cent of the unpaid balance.

(C) For accounts maturing by weekly or monthly payments within twelve (12) months the first party shall pay the second party ninety (90) per cent of the unpaid balance less a reserve of 5 per cent of the unpaid balance.

The 5 per cent reserve referred to above is held until all payments are made on the individual contract. When the total number of payments have been made this 5 per cent is refunded to the dealer. This reserve is small, but serves to establish a safety factor which is necessary in handling this kind of business.

"8. The dealer must use the contract form in consummating the sale with his customer that is furnished by us to him without charge in the following form:

No.

.....19...

BUFFALO ELECTRIC COMPANY,
Buffalo, N. Y.

Gentlemen: Please deliver to me a.....

.....at

for which I promise to pay.....

dollars, (\$.....) to Buffalo Electric Company, or order, payable as follows: \$.....

herewith and not less than \$..... on the

.....day of each month following the date hereof, until the full sum is paid. The title to the aforesaid goods shall remain in the Buffalo Electric Company, until the purchase price or any judgment therefor is fully paid. Oral agreements and statements are not binding upon the Buffalo Electric Company, nor shall they change or effect this agreement in any manner. Upon default in payment of any installment all payments shall become due and payable at once and all payments made shall be retained as rental. Legal process is hereby waived for the repossession and removal of said goods by Buffalo Electric Company.

SalesmanSigned.....
Not valid until accepted
at the office of Buffalo

Electric Company Street and No....

Accepted.....Phone No.....

City

This contract is made out in triplicate, one to be forwarded to our financing department, one to be retained by the dealer and one to be returned by the customer.

"9. Either party may terminate this agreement by giving thirty (30) days written notice to the other of intention so to terminate, but no termination of this agreement shall in any way affect any of the guarantees on the part of the dealer or any of the terms of the agreement relative to the payment and redemption of any time-payment contracts acquired by us prior to the termination thereof."

Curbside Outlets Keep Parked Automobiles From Freezing



Automobile owners at London, Ontario, can park their cars in the business section without fear of frozen radiators or water-circulation systems if they avail themselves of the facilities afforded by the Hydro-electric Commission which has installed several outlets like that shown in the picture, along the curbs of the principal streets. Into one of these receptacles the automobile driver simply plugs the connection cord of the electric heater on the circulation pipe connecting his radiator and engine, and while he is absent and his car stands idle "Hydro" power keeps the water warm and circulating through radiator and engine. E. V. Buchanan, general manager for the London "Hydro," suggests installing such outlets all through the downtown section, each outlet to be protected by a locking case, keys for which will be rented to automobile owners for \$5 a year, entitling such owner to use the service whenever and as long as he wishes. A record will be kept of owners' car numbers so that the Hydro's inspectors passing along the streets may detect any owner using the service without having paid for it.

Keeping a Big Stock with Little Work

Delay, Inconvenience, and Deterioration Due to Poor Stockkeeping Methods Mean Lost Dollars for Both the Jobber and His Customer—How the Pacific States Electric Company Insures the Best Possible Service in Filling Orders

By ROBERT SIBLEY

Pacific Coast Editor of "Electrical Merchandising"
Editor of "Journal of Electricity," San Francisco

WITH a stock which mounts up to nine or ten thousand items, the problem of efficiency in storing becomes one of major importance to the electrical wholesaler. The Pacific States Electric Company, which has branches in all of the principal cities of the Pacific Coast, with headquarters in San Francisco, has worked out a system of caring for stock which provides excellent results in appearance and convenience, as well as possessing the important virtue of simplicity. The main features, which are alike in all the branches, are worked out in greatest detail in the San Francisco office, where the largest stock is.

Extreme flexibility in shelving is obtained by the use of uniform boxes, which can be piled up into shelves, much as sectional book cases, and easily knocked down again without the aid of a carpenter. The original intention was to make use of wire boxes for this purpose, but a slightly heavier box of somewhat the same proportions has been found more satisfactory. The standardized size now in use in all the branches is about 36 inches long and 15 inches high. For larger material a box of double this height is used, which "evens in" admirably with the other shelving. For very small material, a board nailed across the lower part of the opening

readily converts the box into a bin. These boxes, or shelves, are arranged in tiers, back to back, down the main length of the building, leaving sufficient aisle between, so that all unbroken cases of incoming

from the fact that many of them now in use at the San Francisco office were transferred from the Oakland branch some fourteen years ago and no record is at hand of how long they had been in use before that time.

In general, materials are stored in accordance with their type: The lighter materials are stored on the upper floors of the building, and all very heavy material in the basement. Coils of wire are delivered direct from the wagons by means of a chute to the point where they are stored. Conduit and similar material is stored on end as convenient to the point of delivery and shipment as possible.



All material taken out of incoming cases must be in cartons, or be wrapped before it is allowed on the shelves. The floor is divided into sections by lines painted on the floor, and all goods of one type are stored in one area.

goods may be stacked in the middle of this corridor, directly opposite the shelves where smaller quantities of the same material are stored. No open cases are permitted on the floor. Immediately upon opening a box, its contents are transferred to the shelves opposite. Items which do not come wrapped or in boxes, are carefully wrapped before storing on the shelves, so that no unprotected material is exposed to possible deterioration. Plenty of open space is left for moving about in the aisles, and the whole effect is one of order and convenience. An idea of the durability of the boxes for storing, as compared with ordinary shelving, may be gained

Deliveries of all material destined for the upper floors are made on the first floor, where it is stacked conveniently to the elevator in a storage space provided for that purpose. On each floor a space near the elevator is set aside for incoming and outgoing material during the interval before it can be finally handled. No junk material is allowed in any storage space. A special division is provided for articles that may have become obsolete, or through injury are withdrawn from active stock. This salvage is carefully gone over from time to time, good parts saved and other material disposed of to the best advantage.

An interesting system has been

This is the front side of the stock card, which measures 5 x 8 inches. It carries lines on this side for about thirty entries to each of the four sections. Notice that the card provides space for indicating the minimum amount to be carried, and also the quantity in a standard package. All of the other notations provided for are essential. A form is a tool. Make it a good tool.

The inventory tags as prepared are sorted in accordance with colors and sent about four weeks in advance to the branch offices, where they are compared with the stock cards. Items not included in this series of tags are then made out by the branch, and forwarded to San Francisco. For this purpose similar tags are used, but of the 7,000 number series. Numbers 1 to 6,999 are the regular run of stock and represent tags prepared at the main office. Anything in the 7,000's

A summary of sales records for each month for three years, an ordering and receiving record, and a record of "pick-ups" are provided for on the reverse side of the stock card. The instruction in the lower left-hand corner helps in checking sales records.

Form 29 B

CLASSIFICATION NUMBER

8050

INVENTORY

(DECEMBER 31, 1919)

TOTAL stock of material described above must be reported on this ONE tag only. When "In" and "Out" columns have been used, Final Balance of stock on hand must be reported in space provided for that purpose. When a "recount" is necessary results of recount must be reported in space provided for that purpose.

IN	OUT
<p>STOCK ON HAND</p> <p>Reserve this Space for Recount Stamp.</p>	<p>Counted _____ Count Checked _____</p> <p>Entered on Stock Cards _____</p> <p>Posted to Inventory Sheet _____</p> <p>Posting Checked _____</p>

Reserve this Space for use of Inventory Dept. S. F.

Our Stock _____ Consigned Stock _____

FORM 56C

INVENTORY

DECEMBER 31, 1919

CLASSIFICATION NUMBER

DETAILS OF COST CORRECT	LIST	UNIT	DISCOUNT	FREIGHT	TAX

NET COST COMPUTED _____ NET COST CHECKED _____

EXTENDED _____ EXTENSION CHECKED _____

	QUANTITY	NET COST	PER
LOS ANGELES			
OAKLAND			
PORTLAND			
SAN FRANCISCO			
SEATTLE			

TAG

PRINTED BY THE ELECTRIC CO. OF CALIF. 1919

At left, inventory tags sent out from the main office. The numbers run from 1 to 8,999 for main office stock. There is a different color for each of the five different offices (San Francisco, Oakland, Los Angeles, Portland, Seattle). Numbers in the 7,000's cover group tags filled out at the branch offices and sent back

to headquarters for costing. Those in the 9,000 class are "strays" which were not listed on the stock cards and which are not discovered until the actual time of inventory. At right, the inventory sheet is prepared simultaneously with the tags and is kept in the main office. Time required for filling out the forms is short.

originates in some one of the other branches. These are sent in at once and costed by headquarters, so that practically all articles of stock which will appear are already cared for.

HANDLING OVERLOOKED ARTICLES

In case there are any small articles which have been overlooked or which are not recorded on the stock cards, a 9,000 series of tags is provided for use in the actual stock taking. When such slips turn up at the main office, in recording the tags, it is at once recognized that this material has not been costed and it is turned over to the proper official. Not more than 100 such items will occur in the entire inventory taking, and it is a small matter to care for this detail.

The actual taking of stock may commence some two or three weeks before the schedule date. The tags are distributed about the building, one in each of the bins where separate material is stored. A record is made of the material on hand. Space is also left on the card for material which comes in or goes out after the first count is made, so that the stock may be kept active, and at the same time the count accurate. During the final stock-taking,

all other activity stops. All material is cleared off the floor and consigned to its appropriate bin or stack. The work is handled by crews, each with a foreman. It is the duty of the foreman to see that every article has its tag, that all tags are filled out, and that the count is properly made. He does not, of course, actually recount all material, but he can sometimes catch errors such as the crediting of too large a number of the article in question to a carton. Work is done in sections, for which the white lines on the floor furnish a convenient demarcation.

After all sections are covered, tags are collected, arranged according to number and compared with the stock cards of the particular branch. If too great a discrepancy appears, it is sometimes possible to catch errors in this way. A check of the stock is then made and entered on the tag in the space provided for that purpose. From the final check, entry is made on the stock cards to bring them up to date.

All completed tags are sent to the main office, where they are entered according to number in the same binder with the inventory form which was made out simultaneously

with them in the first place. The numbering system makes it possible to handle this very quickly, as it is not necessary to compare descriptions of materials, but merely the tag number. This sorting is purely mechanical and can be handled in eight or ten hours with an adequate office force.

As cost data have already been prepared, the material is now ready to be turned over to a force of comptometer operators, who calculate totals and enter them finally on the inventory sheet. Thus it is possible to handle the final taking of the inventory in a few days' time, which, in an organization where some 25,000 inventory tags are involved, is no small achievement.

This system of stock arrangement not only makes for efficiency in inventory taking and in the daily filling orders, but it means that the stock rooms are always in orderly condition. The psychological effect which this has on the customer who is conducted through the establishment is not to be overlooked.

At twenty years of age the will reigns; at thirty, the wit; at forty, the judgment.

—BENJAMIN FRANKLIN.

If I Were an Electrical Jobber's Sales Manager Again

BY J. M. HANNAFORD, JR.

J. M. HANNAFORD, JR., was connected with the Northwestern Electric Equipment Co., St. Paul, Minn., from Jan. 1, 1909, until Dec. 31, 1917, and was recognized as one of the most brilliant young sales managers in the electrical jobbing field.

Two years ago he left the Northwestern Electric Equipment Co. to become connected with Gordon & Ferguson, St. Paul, Minn., manufacturers of caps, hats and gloves, and is now secretary of this firm, which does a national business and is well known throughout the country.

We have asked Mr. Hannaford to set down some of his ideas on electrical selling, as he now looks back on it from the vantage-point of his experience in the older general-merchandise field.—EDITOR.

THE problems of merchandising in the national field are considerably "different" from those in the local jobbing field. In fact, the sales department is convinced that these problems are somewhat bigger.

I've never really studied out what I would do if I got back in the electrical jobbing game again and so to "tell it" now, may be saying some things most jobbers have come to since my departure from the electrical field.

But here goes for a small preaching of my views based on my experience in the manufacturer's field.

We have no sales problems with accounts that correspond to central station business, isolated plants or telephone companies and steam and electric railways. Much could be written on business building in connection with the new-business departments of such companies. Our problems are only with the retail merchants of the country—and these are the problems I am considering in this short article.

Right now it is easy to sell any merchandise and so the sales work looks like the easiest end of the game.

But the merchandise isn't all there is to be sold, however. Nowadays the manufacturer must keep in touch with his regular dealers so that they will know just what to expect in market conditions affecting the manufacturer's line; what service they can expect, etc.

JOBBER MUST GIVE SERVICE TO HIS RETAILER CUSTOMERS

In this respect I feel that the electrical jobber is not doing all that should be done. Most jobbers rely too much on the manufacturer whom they represent to do the necessary advertising and merchandising work with the retail dealer, not only in the

present market situations but in normal times also. All lines of selling must give *Service* nowadays.

By *Service* I mean—(and let me use our own company as an illustration):

We maintain in our advertising department a dealers' service department which prepares newspaper copy, ideas for window trims, circular letters, sales ideas, etc., for dealers who request help. In addition, our salesmen co-operate with this service department and spread the gospel of better advertising, better merchandising and incidentally, Gordon advertising. Occasionally, a man from the service department travels with different salesmen. The whole purpose is that of making better merchants of our dealers. This helps them help themselves which naturally helps us and builds for the future.

It seems to me the electrical jobber must give more of this kind of service if he wants to live.

GETTING MERCHANDISING HELP FROM THE JOBBER

The retail electrical merchant could then ask for merchandising and advertising help to increase his sales, direct from his local jobber. Mr. Dealer wouldn't have to write to the manufacturers of Fostoria Mazda lamps, Thor washers, General Electric heating appliances, Americore wire and a half dozen others for sales service. He could get it from his local jobber all at once, with a plan on how to use it, just as the Gordon & Ferguson service department meets the needs of its dealer friends for advertising and sales help in selling our hats, furs, and coats, etc.

Let me emphasize, in closing, what I mean. We do not sell through jobbers—and yet we believe in jobbers, or distributors as they should more properly be called. And to an elec-

trical distributor who conducts his business in the full meaning of the word, success will be assured. He must become the manufacturer's representative in every sense of the word—and should be the representative of nationally advertised merchandise.

The Jobber's Opportunity in Supplying Demand of 1,000,000 Amateurs for Wireless Apparatus

Discussing the distribution of wireless apparatus through the trade at the Atlantic Division meeting of the Electrical Supply Jobbers' Association in Philadelphia, G. Brown Hill of the Doubleday-Hill Electric Company, Pittsburgh, said in part:

"Up to the present, circumstances have compelled the jobber to sell wireless equipment direct to the consumer, by mail and over the counter. This has been partly due to the attitude of the manufacturers, and partly because of the large number of mail-order concerns manufacturing radio apparatus for experimental use (that is, non-commercial)—many of them with very little capital. This explains why radio apparatus is distributed to so large an extent from the manufacturer to the consumer by mail, at list price.

A NEW ERA IN DISTRIBUTING WIRELESS SUPPLIES

"However, a new era appears to be dawning in this particular field. One of the largest concerns in the country is now making a survey, I believe, with the intention of manufacturing this apparatus on a large scale.

The vast field before us may be judged from these few facts: At the time this country declared war, the licensed amateur operators here numbered 160,000; the number of unlicensed operators at this time has been variously estimated at from 300,000 to 500,000. At present, there are probably more than one million amateur operators in this country.

The Pittsburgh Radio Engineering Society was recently reorganized with a membership of five. Today it has a membership of eighty-five. Every city has, or will have, similar organizations. Colleges, many high schools and Y. M. C. A. centers have experimental stations.

The principal equipment for receiving and transmitting sets includes transformers, condensers,

spark gaps, couplers, hot wire ammeters, wave meters, keys, switches, buzzers and head sets. Other equipment may be aerial wire, magnet wire, contact points, switch arms, rubber knobs and binding posts. The sizes of transmitting sets for amateurs range from $\frac{1}{4}$ kw. to 1 kw. A special license is required to use larger sets. Beginners usually start with $\frac{1}{4}$ to 2 in. jump spark coils requiring the use of batteries.

"The value of the equipment ranges as follows: Receiving sets,

\$10 to \$300; separate instruments, \$5 to \$45; transmitting sets, \$50 to \$1,000.

"Even a conservative estimate would place the number of operators at 500,000 and the average investment at \$75.

"And when the reader considers that many amateur stations represent an investment of \$1,000 or more, and that the operator is constantly adding to his equipment, you may visualize the field that still awaits the dealer in radio equipment."

Are Jobbers Forgetting These Industrial Electrical Devices?

WHY DO not more electrical jobbers sell electric air compressors, portable electric drills and electric valve grinders?

It is apparent that there are still many electrical jobbers who overlook the prime consideration that these are electrical devices involving the complexities of a highly efficient electric motor—that their sale, as is always the case, is best accomplished by the salesman with the specialized knowledge which enables him to talk them most intelligently. In some cases, the electrical jobber without careful consideration relegates these devices to the automobile accessory jobber, the machinery jobber or the hardware jobber. If they can sell them, with the limited knowledge of electricity possessed by their salesmen; it is obviously to the advantage of the electrical jobber to cash in on the knowledge of his sales force whose experience and training have been concentrated on the sale of electrical goods.

THE AIR COMPRESSOR

In the case of the electric air compressor, it is probable that many electrical jobbers regard this as a machinery proposition. The modern electric air compressor, however, is not the kind of an outfit it used to be. Time was when it was necessary to buy separately the air compressor, the gearing or the belting and pulleys, the motor and control devices. The modern electric air compressor is a neat, clean, little, self-contained unit, entirely enclosed, completely wired, and ready to run the instant it is plugged into an ordinary electric light socket. The

smaller, more popular sizes are no larger than a vacuum cleaner. In a word, they are standardized shelf goods.

It is quite likely that there are still some electrical jobbers who think that electric air compressors are sold only to public garages, repair shops, tire stores, etc. This is a fallacy, for practically every

owner of a private garage of any pretensions is a good prospect for the present-day air compressor. The educational campaigns of the tire companies have succeeded in teaching the great economy of proper tire inflation. The average car owner is interested in these economies and realizes that it pays to have an efficient little machine on the wall of his garage to save his tires, especially when the price of one good tire will buy the complete outfit, ready for service.

Then there are innumerable other uses for small electric air compressors, such as spraying paint, for artist's air brushes, for use in connection with air pressure water systems, for various kinds of flame work,—and they are even used to stuff sausages.

Similar conditions exist in connection with portable electric drills and electric valve grinders. Both are now standard equipment for every well-appointed private garage, as well as every public garage, and the neat little electric drill that supplies abundant power for all sorts of tinkering jobs, is fast supplanting the old hand drill and brace and bit for odd jobs about the house.

More Dealers Finding Profit in Carrying Stocks of Radio Apparatus



This is the display window of one of them, the Ralph Krows Electrical Co. of Seattle, Wash., which is finding and meeting an increasing demand for radio apparatus. The Whitehall Electric Co. of Springfield, Mass., is also heartily in favor of carrying this stock, and has sets in operation at its Westerly, Springfield and Waterbury stores. Besides this, the Whitehall company is having a member of its technical force join the various radio clubs of the community, to help solve the engineering problems that come up, and to keep in touch with the radio demands of the members.

AN ELECTRIC STORE FOR ELECTRICAL GOODS

The public is being educated to go to the electrical store for electrical devices and appurtenances of all kinds. The mere fact that the name of an article is prefixed by the word "electric" immediately suggests the electrical store.

That, in many cases, automobile, machinery and hardware jobbers are so successful in their handling of electrical appliances is largely due to their recognition of the fact that the sales value of such appliances warrants them in going to considerable trouble and expense to overcome the natural advantages of the electrical jobber. There are a great many electrical devices which the automobile accessory, machinery and hardware jobbers have taken on and educated their trade to look to them for, by aggressive merchandising methods.

It is up to the electrical jobber to maintain his initial advantage of being the universally known and logical source of supply by just as progressive and up-to-date merchandising methods as are being used to wrest his advantage from him.

Electrical Merchandising

The Monthly Magazine of the Electrical Trade

believes that:

1. Goods must be sold and business done at a profit.
2. Business comes to the man who goes after it.
3. Central stations must compete with other retailers at a profit.
4. The contractor-dealer must go after business if he expects to get what he deserves.
5. Discounts in the chain from manufacturer to jobber to dealer must be so adjusted that every man who has a function gets paid for it.
6. It is to the central station's interest to encourage and foster retail sales by every retail electrical dealer in its community.
7. Electrical contractor-dealers should cease selling merely wiring jobs or appliances, and sell an electrical service.
8. The electrical merchant—central-station man, as well as contractor-dealer—must analyze his business, know his costs, and adopt modern merchandising methods in both buying and selling.
9. The electrical trade must think and practice "Quality Electrical Work," using quality materials. This means that owners, architects and builders must be shown the advantages of equipping houses throughout with convenience outlets; that plugs and receptacles must be standardized; that fixtures should be equipped with standard-plug connections; that lighting outlets and switches be located with regard to the principles of good illumination and convenience; and that meter-boards be so located that meters can be read without entering the house.
10. It is the duty of every electrical man to help educate the public to use electricity and electrical devices that lighten the labor of the home, office, shop and factory. To this end we urge local newspaper advertising on the part of every dealer handling electrical appliances, and that advertising departments of local newspapers be made part of the local electrical industry.

A Messenger of Opportunity—The Jobber's Salesman

TIME was when the jobber's salesman was a purveyor of wiring supplies and funny stories. He was sent out to sell, to make the contractor and dealer buy. Today, his function is entirely different. His opportunity depends on his ability to help his customer increase his local business. His whole point of view has done a right-about-face. He is working for the retailer in surer sense than for the wholesaler who pays his salary.

The pity is not only that there are any jobber's salesmen left who have failed to grasp this fact, but that so many dealer-contractors still fail to realize it and act accordingly. Here are these jobber's salesmen coming calling, eager to help the local man, yet he persists in a stand-offish policy, as though their object was to trick him into spending money. They come rather to help him sell more profitably, to build up more prosperity in which they also will participate as any other employee is bound to do.

The industry can do no greater and more helpful thing this year than to educate the man who buys to look this way upon the men who sell. They are true messengers of opportunity.

Give Them the Facts for a Common Sense Viewpoint

A REMARKABLE speech was delivered in New York the other night by Sherman Rogers, who until a few months ago was a lumber jack in the North Woods, and who never before made an after-dinner speech in his life. Rogers drove home two big points in his talk, which was as dramatic as you would imagine a talk of such a man would be.

His first point was that we have forgotten the factor of *management* in our discussion of *labor* and *capital*. Labor, he said, is alive, dynamic. Capital—money—is dead. The thing that brings them together and makes one feed the other is management.

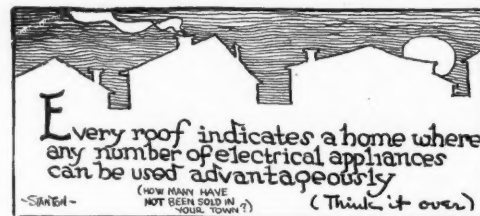
The second point he made was that American labor at heart is not Bolshevik in any sense, but that management has neglected to tell the truth and that the men have been misled by propaganda as to profits. The way to fight Bolshevism, he said, is not with bullets, but with the truth about profits.

Rogers told two remarkable anecdotes to illustrate his point. First, he pictured the North Woods lumber jack and said that Haywood had sent trained agitators into the lumber camps with literature by the bushel-basketful. This literature all pointed to practically the same story; namely, that capital got tremendous rewards on the day's work of the lumber jack. In every case the figures were simply lies. The agitators took the retail price per foot of lumber and compared it with the lumber cost per foot, which the lumber jacks knew, and said the difference went to capital.

One operator got his men together in a camp after they had struck, and told them the facts with regard to the costs of handling lumber after it was cut, how it had to be shipped, sawn, shipped again, and sold, and what these percentages of cost were. As a result his men came back and they stuck through the whole strike.

Rogers' talk was delivered before representatives of some of America's biggest industrial corporations. His message applies just as pointedly to the small business man's own management problems.

Intelligent management will tell men the truth about the business. This is the only real way to offset the kind of lies that are peddled by radical agitators. The average workman simply wants to have facts to build his own common sense viewpoint on.



The Proposed Federal Tax on All Sales

DEALERS are protesting against the chain stores that have been established by certain manufacturers in the face of the existing dealer outlets. Do they realize, we wonder, how some of the proposed federal tax-revision legislation now being brought up in Congress will tend to aggravate the complained of condition?

For example, several Congressmen have come forward with plans for gross-volume taxes and general-sales taxes in place of the present tax on corporate and individual earnings.

Such a form of tax is bound to be destructive of small businesses. Certainly it would tend toward combinations to avoid the payment of taxes by reducing the number of apparent transfers goods undergo, from the producer of the raw material, to manufacturer, to distributor, to dealer, to the public. For example, under a general sales tax, as has been proposed, of say one

cent on every dollar of sales, manufacturers would find it desirable to do away with present sales to distributors or jobbers, as well as to cease their sales through present retailers, installing instead their own retail outlets in the form of chain stores. There would then be only one actual sale taking place, on which taxes would be collectible. A similar enveloping process would absorb the steps of raw material production. Thus the Government would be able to collect only a fraction of the amount its preliminary surveys would show obtainable under normal production and distribution conditions. Also, independent and smaller corporations not able to own a chain of processes clear through from mine to retail store, would suffer in having to compete against the smaller taxes paid by the big company.



A tax on the gross volume of business done, would be unfair to many companies, particularly the utilities. Under it unduly heavy levies would be placed on those businesses which have to do a large volume in order to earn a relatively small percentage of net. The electric-lighting companies are examples of this. Under a gross-volume tax they would be required to pay many times the tax paid by industrial corporations and business firms earning the same net profits.

The present system of federal taxation undoubtedly has its failings, but at least it collects taxes based on net earnings. It equalizes our many diversified and varied industries on the basis of the common denominator of net earnings, the language of all business. To make equitable to all forms of business any gross-volume or general sales taxes, would require volumes of elaborate special rules and definitions, applying to each of all our special businesses involving every conceivable combination of the industrial arts and sciences.

Straight Thinking on Association Finances

A WISE principle of association management that association officials generally might well observe was enunciated by Walter H. Morton, secretary and general manager of the National Association of Electrical Contractors and Dealers, in his January report to the executive committee at New York City.

"No co-operative organization should attempt to make money," said Mr. Morton. "But, similarly, no co-operative body is safe without a substantial balance in the bank. Nor can it do its best work without some funds in readiness for emergencies.

"I recommend, therefore, that our own national association, having now gotten its finances into shape, with a substantial balance, hereafter so arrange its budget that its entire income will be spent each year in furthering the interests of the electrical industry and of its members."

Books for the Multitude

THERE'S a library in your town that needs literature on the use of electricity in the home. Ten guesses to one its shelves have not a single book on the subject.

Perhaps it would pay you to present the institution with some good texts on the subject, and a complete file of catalogs showing every sort of electric home helper. Books, as someone has observed, often pay bigger dividends than any other form of investment.

Is Your Accounting 100 Per Cent?

STOP, look, and listen—for just a moment—and scrutinize your business for the past twelve months before you plunge further into 1920. Among the many questions you can ask yourself is one of outstanding importance—"Has my accounting been done in the right way?"

Perhaps you do not know. If so, you need a test for your accounting system—or methods, if you hesitate to call your way of recording debits and credits a system.

Here is one test. A satisfactory accounting system for electrical contractors and dealers should provide the following information:

1. Accurate figures each month on the condition of the business as regards assets and liabilities.
2. Accurate figures each month as to the amount of merchandise investment as a basis for obtaining adequate insurance and for keeping a proper balance between the amount of capital tied up in merchandise and the volume of sales.
3. Accurate figures on overhead as an essential in figuring profits accurately.

Will your accounting methods provide such figures? If not, something is wrong with your methods. Why not look into the standard accounting system provided for electrical contractors and dealers? It meets the test.

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THE JOBBER'S SALESMAN



*Ideas Other Men Have Used
to Help Them Sell*



Self-Confidence—How the Jobber's Man Can Develop It

BY GEORGE PHILLIPS

Many salesmen fail because they lack self-confidence. They walk into a dealer's store with a whipped look. They seem to feel it in their bones that they are not going to be able to interest the buyer, and the buyer himself realizes that they feel that way and he knows that he can send them on their way easily by a curt "Nothing doing."

A salesman of that sort is beaten before he starts. He ought never to start if he cannot get up more gumption.

If you have no faith in your ability to interest dealers, you cannot interest them. Your lack of confidence will stick out all over you.

You have a right to believe and to act as if you believe that you are as good a man as anybody to whom you are trying to sell goods, but it is a mistake to wear a chip on your shoulder. Don't be offensive over your faith in yourself and don't make any attempt to prove to any man that you are his equal. If it is true it doesn't need to be proved and if it is not true, you couldn't prove it anyway.

CONFIDENCE BASED ON REAL ABILITY

Of course your confidence must have a basis in some real ability. If you are without experience or knowledge or selling ability, self-confidence is nothing more than bluff and you can't bluff your way into success in selling electrical goods. You will find your customers too well informed, too intelligent themselves. When your customers know more about the goods than you do, you quickly get your bluff called. Your self-confidence, when it is nothing more than a balloon, soon gets punctured and falls on you and smothers your efforts.

There must be good goods behind self-confidence. A salesman's confidence cannot amount to anything if it is not backed by the right quality in the goods. If your line is all

the time accusing you of deception when you proclaim its good quality, you will not be able to fool anybody, least of all yourself. The truth about the quality of the goods is going to stand out in the face of the dealer looking at them, and neither bluff nor ignorance on your part will conceal the facts.

The salesman who walks into a store with a knowledge that he has a line of which to be proud, has much to give him confidence. If he knows how to sell goods, through experience in the work and through studying methods, then his confidence is strengthened and he is ready to meet any type of buyer. And the salesman with abundant confidence is a salesman equipped to make sales.

The man who has self-confidence feels that he is going to succeed. He is not all the time handicapped by a fear of failure. He doesn't think of failure, he thinks of success.

And when we think success, we achieve success.

Concentrate on Appliances, Is Word to Jobbers

"The war-order factories are no longer active. Building operations, long at low ebb, cannot get going at full speed overnight. Central stations must do some financing before they can build many long lines. But the public has ready money. It has quick assets in quantities heretofore unknown." On this reasoning a certain jobber bases the belief that his salvation lies in playing the appliance game as strongly—for the present, at least.

Why will not the same reasoning apply to the activities of each individual jobbers' salesman? The answer is, "It will!" The jobbers' salesman must strive to maintain his own sales record, come what may. It will be easier to sustain it if he works with the trend of events rather than tries to work contrary to them. That the trend of events shows large purchases of electrical appliances by

the public, may be easily seen by the cry for more production in certain of the appliance fields.

The only chance for failure in moving appliances to the public lies in the scheme of distribution. That is the reason the place of the jobbers' salesman is so important in the plan. His is the job of really selling the idea plus the goods to the retailer, and then seeing that the retailer lets the public know what he has to sell.

Knowledge and Poise Sell More Than Noise

Many a sale has been lost by reading a newspaper or magazine while waiting for a customer. Some salesmen make it a rule never to read anything not connected with their proposition when out to make an important sale. A salesman's mind may be saturated with all phases of his proposition and he may be fortified to answer any question, but if he starts reading an interesting story just before seeing his prospect, the should-be customer may turn him down effectively before he gets his mind back on his proposition. Some buyers are very aggravating, but it is well to remember that the man who keeps his temper usually wins the argument. It is also a good rule to stick to combative prospects. They at least show interest in a proposition, and records show that this type of buyer will sign more contracts than all the ultra-pleasant and indifferent buyers combined.

Maxims That "Pep" Up the Salesman

An organization which has a large outside sales force sends a weekly "pep" letter to its men in the field. Along the left-hand margin of the letter sheet, is printed the following series of inspirational epigrams:

Service	is the keynote of modern salesmanship.
Character	is a salesman's chief asset.
Leaders	spring from those who first master themselves.
Hard Work	has made more successes than genius.
Courage	is the depth of a man's ability as a salesman.
Purpose	is the guide of energy.
Decision	is the first step to success.
Preparation	produces confidence.
Good-Will	melts opposition.

How Monthly Sales Conferences Help the Salesmen

Once each month all of the salesmen of the Matthews Electric Supply Co., Birmingham, Ala., get together for a sales conference. This has been the policy of the company for several years, and it attributes the success of the conferences to two things: first, the value of the meetings in cutting down stock hangovers and non-salable articles; and second, their influence on the co-operative efficiency and esprit de corps of the salesmen themselves.

These sales meetings are usually

these talks and discussions—which, besides, broaden the salesman's knowledge of his goods and inspire him with a feeling of friendly competition and at the same time a willingness to exchange ideas.

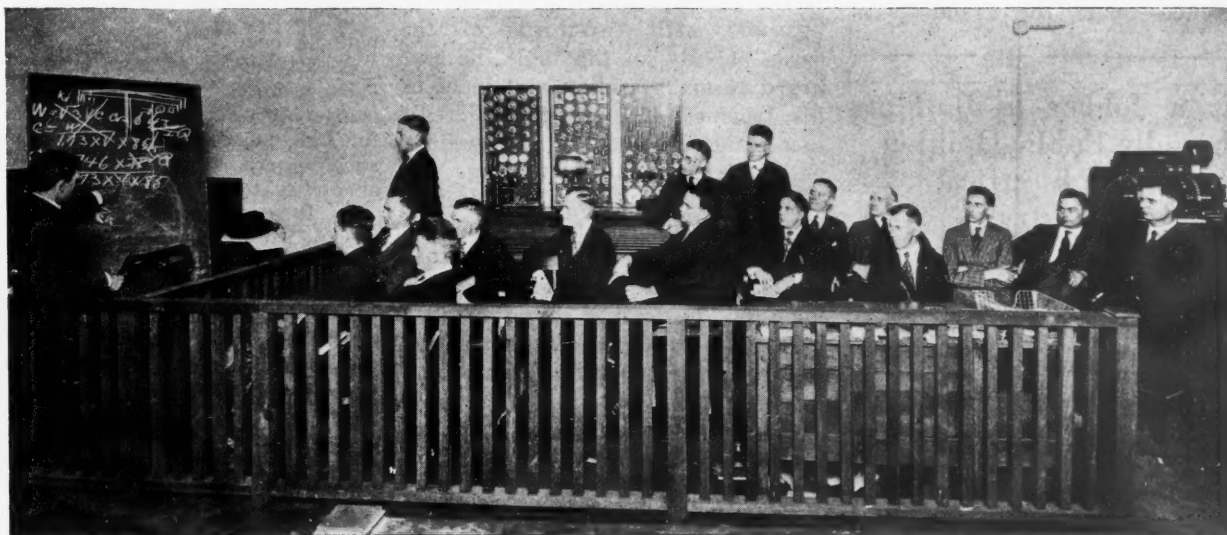
Probably one of the direct services of the sales meetings is to cut down the company's stock on articles not salable. Here's the way it is done: Mr. Matthews seldom takes on a new line without first submitting it to the meeting of his salesmen. The article looks mighty good—but when it is laid before the salesmen the company finds that the men out in the territory have had

exactly the reason you called. If he were interested he would have sent for you long ago."

Millions of dollars' worth of life insurance is sold every year to people who told the salesman they were not interested. In fact, if a prospect were to tell an insurance salesman that he was interested, he would be suspicious!

Reduced to broad principles, the secret of meeting the "not interested" objection is largely a matter of tactics. Salesmen who have made a real study of the buyer's problems hear little about not being interested.

On the other hand, the salesman



Here's a picture of the "bunch"—the Matthews Electric Supply Company's salesmen (Birmingham, Ala.) at one of their monthly conferences. "When the fellows all get together and hear a little

about what the other fellow is doing," one of them says, "it certainly gives each man a broader vision of his own sales and the spirit of competition naturally puts a heap of pep into crowd."

preceded by a luncheon at one of the hotels. The business session follows, beginning at 2 o'clock and ending at 6. A program arranged in advance usually consists of talks by manufacturers' representatives on their lines, by the salesmen on assigned topics, by the heads of the firm—and ends with a sales school and general discussion. The picture shows a recent meeting, with the "bunch" listening to a talk on oil switches and lightning arresters.

Mr. Matthews believes that the most successful salesman is the man who knows his line. So, at these meetings, after a talk on some particular article of merchandise, three or four men are called on to sell this line to him. This is when the fun begins, for the salesman is put on his mettle and subjected to every conceivable test, in his effort to make a "sale." If he loses the sale, he is told why he lost it. Good sales points are discovered through

this article a long time. Perhaps it has been thoroughly tried out and found wanting; in that case, the company turns it down immediately and is saved the expense of another try-out. Or perhaps the article is good—in that case, the men have an opportunity of having it thoroughly explained and demonstrated by the manufacturer's representative personally.

"Not Interested"

BY HARRY W. ALEXANDER

No matter how carefully, as a salesman, you plan your approach, you cannot always dodge the man who isn't interested. "Not interested" has sent many a beginner to the side lines. It has put gray hairs in veterans.

One answer to the objection is this: "Hit a man back with the weapon he hands you. Tell him you know he isn't interested, and that is

who thinks he can worry along with only a superficial knowledge of the problems of the man he is selling, and who attempts to substitute vague generalities for facts, must naturally expect to have buyers tell him they are not interested. What else would you expect a buyer to say?

The "Ten-Foot-Candle" Club

The Sunbeam lighting specialists with the Western Electric Co., located in its various houses throughout the country, have organized the "Ten-Foot-Candle" Club to co-operate with various associations, such as the Illuminating Engineering Society, in the campaign to promote the use of higher intensities in the illumination of factories and mills. The club has adopted as its slogan—"Devoted to the Promotion of Adequate Illumination Properly Diffused and Without Glare." There

are no dues, and no officers except T. J. Rider, Jr., of the Chicago Sunbeam office. Mr. Rider founded the club, and signs himself "Lumen." The club has its own stationery, with the foot-candle-meter forming the most conspicuous part of the design, and containing a list of charter members.

"Preventive Treatment" for Incipient Bankruptcy

The jobber's credit man can often render his own employer a better service by helping a creditor who is in trouble "over the grade" with

careful coaching, than by summarily cutting off that man's credit and so shutting off any chance of his paying-out in the future.

A certain electrical business firm, for example, had been showing signs of trouble. Debts which it owed had been placed in the hands of attorneys for collection, and one member after another of the local credit association had appealed to the latter organization for a report. So one day the energetic younger partner in the delinquent firm was called into the association's attorney's office and questioned. He was shown statements from a number of his creditors regarding his delays in settling up, and with two-thirds of the cards already on the table, he was urged to make a clean statement of his troubles and to let the credit association help him, if possible, onto a firmer financial footing. Instantly he showed how he welcomed such an arrangement and explained his difficulties. It developed that his older partner had been dissipating and neglecting the business, leaving the whole load to be carried by the less experienced member of the team.

The credit association at once took hold, and as a first step succeeded in having outstanding attorneys' claims withdrawn. This gave a breathing spell for the business to get under way again, and soon, with careful supervision and management, the company was on a paying basis again, its debts were cleared up, and it was restored to business integrity once more.

"That firm today is a credit and an asset to the electrical industry," declares a man who followed this case throughout its various turnings. "A successful business and a real buying unit has been preserved for the industry, while—contrasted with the bankruptcy course which at one time seemed the only alternative—there have been saved (1) the careers and good names of several business men, (2) a going unit in the electrical trade, (3) the various costs of the bankruptcy proceedings, (4) the court costs, receivers and attorneys' fees, (5) the stenographic reports, and (6) many incidental items.

"And for this splendid job of salvaging and salvationing," he continued, "my hat is off to the credit men who had the foresight and sense to try to save the leaking ship instead of letting her sink."

A Jobber's Statement of Company Policy

Not only co-operation with contractor-dealers, but protection of them, is the announced policy of the Great Lakes Electric Company, Detroit, Mich., in a recent advertisement in the *Cleveland Plain Dealer*. In announcing several important changes in the company, among them the change in name from General Supply Company to Great Lakes Electric Company, the company outlined its policies as follows:

GREAT LAKES ELECTRIC COMPANY

1. Will supply anything electrical—wholesale only.
2. Carries a large stock, 113 Champlain Avenue (Cleveland).
3. Its service is more than a word—it protects the contractor-dealer, shares the profits with him, advertises for him, helps him secure electricians and co-operates with him in every possible way to advance his interests.
4. It protects the dealer by selling nothing at retail, and the contractor by doing no wiring.
5. Its prices are always fair, quality unexcelled, and deliveries unequalled.
6. It offers the sale of stock to any regular customer or employee.

Changing Territory Brings More Business

BY JAMES HOFFMAN

The longer a salesman travels the same territory the more likely he is to acquire habits of overlooking sources of business. It is another case where too much familiarity breeds contempt. The man thinks he knows so well where all the business is that he fails to remain alert to the non-apparent possibilities.

Some salesmen and sales managers realize this and take steps to prevent it. Occasionally, men are transferred to entirely new territory for this reason. A better plan, however, seems to be one worked out by a Middle Western salesman who made a suggestion to his sales manager for a change of territory. As his territory stood he was traveling all of one state. He suggested that he drop the southern half of his state and take instead one-half of the next adjoining state to the north. This gave him about the same amount of territory and apparently about the same amount of available business. It also seemed better than an entire change of territory because it left

How a Jobber Is Building Friendly Public Opinion for the Electrical Industry



Is your electric bill too high?

That minimum charge of a dollar or so a month for service—"whether you use it or not"—is it really unreasonable? Is the public receiving that square deal every American demands as his right?

Consider the question in all fairness and you will find the reason why an interesting one.

If you regard that dollar a month as a sort of interest charge on the electrical equipment used for you, it will seem fair enough.

There's a meter in your cellar and a system of mains and cables coming right up to the door. The flow of current through your street is constant night and day, so that at any time you may turn a stream of it into your home.

A delivery system as rapid as a desire, as dependable as an honest man's promise. But this problem of distribution is the biggest, most costly task the central station has to tackle.

Indeed, for every two dollars invested in generating equipment, three dollars must be added for equipment to deliver the current at your door—distribution.

Then too distribution requires that poles be erected, wires strung, lines maintained through the heaviest weather. Or it entails the opening up of streets and laying of cables—more satisfactory in the long run, but at an enormous first cost.

Little problems that must be solved behind the scenes before the show can proceed. But you enjoy the show and don't want the stagehands to work for nothing.

That is why you pay the minimum service charge—no much a month—a charge for which the central station gives full return.

Published in the interest of Electrical Development by an organization that will be helped by whatever helps the industry.

Western Electric Company

No. 7 Reaching into every corner of this broad land, even in the most secluded form, the Western Electric organization brings all the conveniences and the utility of electric light, power and communication.

Reproduced above and on the opposite pages are two advertisements in the unusual series of "public-opinion" propaganda which the Western Electric Company is running in the general magazines to engender friendly feeling, tolerance and good will for the electrical industry. The series includes messages to the public concerning the problems of central stations, contractor-dealers electric railways and other utilities.

him one-half of his old trade as an "anchor." At the same time it put him up against new trade that made him "dig" to get a foothold. The change produced an immediate mental stimulation for the salesman. It resulted in making him more alert regarding business in his whole field and permitted him to actually show an increased volume of business.

"We Wholesale Only"—A Jobber's Prospectus to His Customers

A new jobbing concern which states plainly that "it is not our policy to wholesale to dealers on one hand—and then enter into direct competition with them on the other," was recently organized in Buffalo, N. Y. It is the Milner-Flower Electric Co., of 256-268 Main St., Buffalo, organized for the wholesale distribution of electrical household appliances—and, according to R. E. Flower, secretary-treasurer, it offers a service that is unusual and personal in its nature, "destined to sell goods for the dealer, not merely to him." Here are some excerpts from the prospectus of the new company:

WE WHOLESALE ONLY

One of the features of the Milner-Flower Electric Co.'s policy that will be of particular interest to the dealer is the fact that we wholesale only. We sell nothing whatsoever at retail. It is not our policy to wholesale to dealers on one hand—and then enter into direct competition with them on the other.

All our efforts are concentrated on just one thing—getting bigger and better business for our dealers. Any prospects or inquiries we receive are turned over to the dealer in the territory from which they originate. We don't sell direct; we don't attempt to grab the "long" profit. We work for the dealer and with him; we feel in that way we are working best for ourselves.

OUR DEALERS' SALES PLAN

For our dealers, we have perfected during years of practical application, a sales plan and simplified accounting system, the value of which can scarcely be measured. It includes a complete, yet simple, accounting system, perpetual inventory of appliance on trial and in stock, survey and prospect cards, follow-up files and assignment slips, advertising records, etc. In fact, every bit of system is included that is necessary to carrying on a well-ordered appliance business.

Not only do we furnish the system, but we supply all the files, cards, and equipment needed to install the system, entirely without cost to the dealer.

OUR ADVERTISING PROGRAM

When you see how thoroughly our advertising program makes use of

every known advertising strategy in leading appliance prospects into your store, you will appreciate the reasons for the certainty of success and profit in handling our line of appliances.

It is a program that is destined to bring to a dealer absolute domination of his field.

OUR TRAINING SCHOOL

So far as we know, this is the only distributing house in this territory running a real training school for dealers' salesmen. It is a real training school, not a correspondence course. It is located on the fourth floor of our building, and offers an honest-to-goodness training in a well-equipped school, with competent and highly specialized instructors. This course of instruction is open to the salesmen of our dealers, without charge.

It means greater earning power to the men who take it, and bigger sales and larger profits to the dealer. The time required to complete this course is only a few days, but the work is thorough and comprehensive.

Are You a Put-it-off, Mr. Salesman?

Do you make it your rule to do nothing today that can be put off till tomorrow? There are some salesmen who are that way. They are not the men who are forging ahead to the top of their profession. They are in the "Put-it-off class," which belongs (and stays) along toward the tail end of the procession.

These men who are always postponing and procrastinating are, as the boy said, three-handed men; they have a right hand and a left hand, and then a little behindhand. Their work is always crowding them. They never get quite caught up with their schedules. They begin by letting time get the jump on them and they never catch up.

DON'T GET STARTED BEING BEHIND-HAND

It is easy enough to avoid this condition if you are willing to try, but if you don't try, the first thing you know it has become a habit and has you fast in its toils.

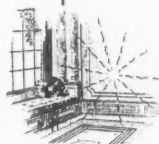
Instead of putting off till tomorrow something you could do today, do it now. When you have today's work done, don't waste the rest of the day just because you are caught up. See if there isn't some way you can get a start on tomorrow's job. Every hour you gain now on tomorrow's work will make it easier to put over a big day tomorrow. Keep a little way ahead of your work instead of letting it get a little away ahead of you.

If you fail in getting the business because you get there too late, now and then, consider whether you got there as soon as you could. Some salesmen call it rotten luck when they get to a dealer just after he has placed elsewhere an order they might have secured. A salesman has no right to lay it to luck if he has wasted somewhere the time that might have got him to that dealer enough sooner to have beaten out the other fellow.

If you are going to be a "Put-it-off," get into some other business than selling electrical merchandise and supplies. Neither salesmanship nor electricity are adapted to the game of procrastination. They are both live-wire propositions.

Pointing Out the Electrical Conveniences Which Should Be in Every Home

Walled up! Alive!!



A startling truth develops when the new home is all built and folks start living in it. All the bigger problems of plan and architecture grow daily less vital. The small conveniences, insignificant when planned, become the very means to family comfort.

Indeed, the incidentals in building actually become the requisites to living—and this is never more true than electrically.

That head of stairs switch to insure your footsteps against darkness means more to your daily life than the design of the roof, whether mansard or pitched.

The reading light alongside your bed offers more real human satisfaction than the style of your windows, be they dormer or bay.

And whether you planned the library for the first or second floor doesn't hold half the importance of an arrangement of lights kindest to your eyes.

There's a Niagara of energy running through the walls of your house. But how to tap it? Walled up alive in lath and plaster, this powerful servant is restive, eager to shine and cook and sew for you.

Arrange the necessary outlets and it will energize to take up the work. Base-board outlets, placed plentifully in every room and hall. In the laundry for washing machine and iron. In dining room for toaster and grill. In bedroom and living room for vacuum cleaner.

Comforts you value but don't always provide. Trouble is, you don't call your electrical contractor in until the building is well along. Then first estimates of cost begin to prove inadequate and common sense seems to say save, do without, cut.

Don't do it.

Remember that you are building a home to live in. That additional electrical equipment costs relatively little, and that a few extra fittings will yield endless convenience and satisfaction.

Talk it over with your architect and your electrical contractor.

Published in the
interest of Elec-
trical Develop-
ment by an in-
stitution that
will be helped by
the industry.

**Western Electric
Company**

No. 3 Don't think only of Western Electric as a name on your vacuum cleaner or iron, but also as an organization which serves in street lighting, in safe and rapid travel, in communication by wire or wireless—and in every other field of electrical achievement.

Every contractor and dealer—and the electrical industry as a whole—is bound to benefit from the appearance of educational advertisements like that above, which the Western Electric Company is publishing in the general magazines during the year 1920. Different magazines will carry different "copy" during the same month, in this way presenting to the reader of two or more such magazines as many different messages on behalf of the electrical trade and industry.

How a Jobber Is Introducing the "Ten Commandments Into the Industry"

Food for thought for every electrical dealer is contained in a striking new card, calendar size, which the Pacific States Electric Co. is distributing. The card is headed simply, "Principles of Prosperity," and underneath has only the Ten Commandments. It is being distributed to dealers generally throughout the Pacific Coast territory, and is also being framed by the various officers of the company and hung in prominent positions. The Pacific States Electric Co., which is the largest jobber of electrical merchandise on the Pacific Coast, believes that work of this sort has a tendency to raise standards in the industry. It has been conducting an advertising campaign which is designed to do something more than merely sell merchandise, and believes that the "Principles of Prosperity" card is of a piece with that advertising.

How's Your Nerve?

"Once in a while," observes wise old Dan Fisher, editor of the *Texas Utility News*, down Dallas Way, "some man appears who can use words contained in the English language to express thoughts which sparkle and reverberate with inspiring energy, that make the nerves tingle with the same stimulation which comes from the tang of a frosty fall morning. Here's what one man says about 'nerve':

Nerve is not a new virtue. Nerve has always existed, even before David went out of his class to meet Goliath. Our forefathers called it pluck. Nor is it a single virtue. It is multiplex. To stick to the wireless keyboard of the foundering *Republic* flashing a cry for help that quivered through the civilized world—that was nerve.

To finance a gigantic deal, requiring millions of real money, acid tests one up to the purity standard of Caesar's wife; or with three men on bases and two men out in the ninth inning, to fan a mighty batter—plain nerve. It is the biggest word in the business lexicon and the countersign that admits to inner chambers of success.

NERVE TAKES THE WABBLES OUT OF THE MIND

Nerve is not unit virtue. It is the amalgam of many. In its composition are self-confidence, courage, energy, grit, hope, enthusiasm, ambition, endurance—and then a surplus.

A man with nerve must, perforce, be accused of conceit mostly by the envious and one-cylinder brained, who are

unable to distinguish between conceit and confidence. Conceit is "I" in deed. Nerve makes a man sure of himself. It destroys hesitation and takes the wabbles out of the mind and out of the legs. A man with nerve believes in himself. He knows that he can. Doubt and timidity are strangers to him, and his confidence inspires the confidence of others. The man of nerve becomes the leader of men. He is magnetic. He attracts men. He is gigantic and commands respect.

Nerve supplies energy. The man with nerve does not drop or sag in the middle. His head is high, his chin is up, his shoulders are square, and his back is straight. Nerve shows in a man's walk and conversation. Neither his foot nor his tongue falters. He has



a militant tread and talks with emphasis. He uses a chair briefly, and his only rest is in bed in refreshing sleep.

WHATEVER HIS PROPOSITION, IT IS A WINNER

The man with nerve is a smiling, whistling optimist. He oozes hope. He basks in continual sunlight, and success surrounds his horizon. He doesn't know failure and would decline an introduction. His enthusiasm is as infectious as the laugh of merry children. Whatever his proposition is, it is a winner. He thinks so—and that makes it so.

Furthermore, he has endurance. Discouragement may beset, obstacles may arise, but he stays, he fights, he triumphs. Why? Because he has stamina. Nerve wins the long race and the hard struggle. Any trainer of athletics will certify that nerve has won more championships than speed or brawn.

Nerve is the greatest human asset. It puts a whistle on the lips, tabasco in the blood, cement in the backbone, and spunk throughout the body. When you have lost your nerve, you are through.

So Your Dealer-Customers "Stay Sold"

BY FRANK FARRINGTON

Selling a dealer so he "stays sold"—so he continues to be glad that he bought—means repeat orders and a steady trade that will be worth more to you than the profit on any single order.

Very important in making the buyer satisfied, so he continues to be sold on your line and on its advantages, is the recommendation you give the goods. When you tell a dealer that a washing machine will do more than it will really do,

will be a rapid seller when you know of no reason to think he is going to have any great demand for it, then a day will come when that dealer will find that you misrepresented to him and he is "unsold" on you and your house and the goods you sell.

KEEP YOUR HEAD—STAY WITHIN THE FACTS

Anxiety to make a sale sometimes leads a salesman to go farther than the facts warrant and even further than he meant to go in commending an item. It is important to keep your head and use selling points that are well within the facts. Make your recommendations and guarantees conservative and a little short of the actual merits of the goods and you will not get the dealer into a frame of mind that will produce regrets later.

If you claim more for the durability of a line than the facts warrant, you lay pipe for trouble. Some time when you come back you will be met with complaints and you are going to have to face some statement you made about the goods that you, perhaps, will have trouble in justifying. If you want to be all the time in hot water with the trade, promise more for your goods than they will deliver.

When I say "stay sold" I do not mean so much that there is a likelihood of the stuff being returned as that the dealers will take it out in kicking and refusing to buy from you again.

A SALE IS A MENTAL OPERATION

If a sale is not properly made in all particulars, it will not stay made. There will be some sort of a comeback. A sale is a mental operation, not a mere exchange of so much money for so many goods. You have to deal with a state of mind, and satisfaction with the way the goods sell, and the way they please the consumer or user is also a state of mind.

You may sell a dealer a vacuum cleaner that you claim will outwear or that will do better work than any other cleaner. The cleaner may be a perfectly good cleaner. But if you are going to use superlatives in commending anything you sell, see that you put them where they belong. Goods sold on a recommendation they cannot live up to will not stay sold to the extent of continuing to give satisfaction to either dealer or user.

How One Jobber Serves Best and Profits Most

(Continued from page 61)

a multitude of indifferent ones. This made it easier and less confusing for the customer to select a proper design of fixtures. Also, we emphasized the fact that we were offering a product of proved merit at the lowest consistent price.

SALESMEN, NOT ORDER-TAKERS

"Let me put heavy emphasis on another method by which we have built up our business. It has always seemed to me that a wholesaler should sell his goods through merchandising experts, so to speak, rather than through mere order-takers. Now, get me straight. I mean just this: that it is up to the electrical jobber to get a broad merchandising vision on the possibilities of his market. He ought to see that his own success depends absolutely on the success of his customers. And the man who links up the success of the two concerns is the jobber's salesman, as he is ordinarily called. This salesman must think of his work as educational as well as profitable to himself. He must go out of his way if necessary to aid our customer in a thousand and one ways that will mean profit to the customer.

"We have eight or nine salesmen, if you want to call them that, and they are salesman. They are not order takers.

"They have been instructed to leave their order books in the office, if they wish. The fact of the matter is that most of our orders come to us by mail. These young men have been developed in our own organization. Some started at \$15 a week and none started at more than \$30 a week. They are paid a straight salary and bonus on the profits of the company, so that payment depends very largely on the amount of definite merchandising assistance they are able to give a contractor or dealer in building up his sales. They are required to read **ELECTRICAL MERCHANDISING**. They are also required to attend certain electrical lectures given in the city from time to time. They must be merchandising men themselves. They are educated and trained to help our dealers build up a merchandising business. It is perhaps not too much to say that each of

our salesmen stays with the contractor-dealer until his order to us is sold in turn to the consumer.

"We hold our contractor-dealer to definite selling marks. After he has made a certain sales record our salesman tells him that he must keep it up and each month show an increase over the preceding month. Often it takes hard work and a lot of muscle to accomplish this. Frequently the salesman finds it necessary to assist in the store arrangement and in the window display. Sometimes he even has to clean up the store to make it presentable. Sometimes he helps the contractor-dealer to buy his fixtures. As a result of this merchandising vision which we are working out in this way it is an exception when a salesman writes down an order in his book. To put it another way, we prove to the contractor-dealer that he can make money. When he does, he naturally keeps on buying from us. Contractor-dealers in New York City are learning that they do not have to deal with the jobber who competes with them through the advantage of greater profits due to increased purchasing power.

"In handling staple lines we are insisting that the contractors purchase in unit quantities and prevent

waste and loss of profit. Our trade now buys in carton quantities or more. This reduces the small order, or broken lot, business, which, as you know, is expensive to handle. The wholesaler is not set up to handle retail quantities. Also, this kind of unit quantity buying means a better price for the dealer. Some jobbers offer more favorable prices upon small orders for staples, but the number is gradually decreasing.

"We are striving to remove definite obstacles to trade. And that is another of the reasons why our business is growing. One of these obstacles is the fact that frequently somebody starts a big selling campaign and catches the jobber with a low stock of the goods to be moved. We are trying to work out a combination merchandising committee here in New York. By that, I mean a committee which is made up of dealers, jobbers and central stations, whose collective purpose is to co-ordinate sales campaigns so that no one of the groups mentioned shall be caught with low stocks and find itself unable to sell.

"Finally, I suppose my direct personal contact with the contractor-dealers in their own places of business counts heavily in building sales. I mean that I consider it a part of my job to get into the stores, just as our salesmen do, and help work out the sales and management problems. I have walked around with the prospective agent-dealers to help them to pick out a good location. I have helped them select the right wagon or truck for their delivery needs, have helped them design their wagon signs; have worked out with them the proper distribution of their capital; and have helped them write their advertising copy.

"Well, you have some of my fundamental ideas. You wanted definite facts and I have given them to you. Probably some other jobber can pick them up and play a better game than I have done. Success to him. Oh, yes, see this pile of orders? That's our fan orders for this spring. Practically all in. I'm in for a bit of vacation now."

Kennedy pushed back the few papers on his desk, stood up, and stretched his arms. Then:

"Oh, Miss Bowyer, what time does that train leave for Florida? And did they send down my fishing rods?"



W. A. Kennedy's initiation into the electrical jobbing field followed just after the New Orleans convention of the National Association of Contractors and Dealers, when this snapshot of Colonel R. S. Stearnes, president of the Association, greeting Mr. Kennedy, was taken at the New Orleans Country Club. Mr. Kennedy became sales manager of the Sibley-Pitman Corporation, October 20, 1917

HINTS FOR THE CONTRACTOR



Ideas on Estimating, Stock Keeping, Shop and Construction Methods, and Collections

The Four Kinds of Electrical Contractors

"There are four kinds of electrical contractors," said Louis Kalischer, former chairman of the metropolitan group of contractor-dealers' associations of New York City, in an address before a gathering of electrical men of Brooklyn some time ago.

"First, there is the contractor that knows the cost of the work and the cost of his overhead.

"Second, the one that has a general knowledge, but does not know what his cost of doing business is.

"Third, there is the fly-by-night concern which has an 'angel' to back it. These usually last about a year—as it takes about that length of time to complete the various jobs—the manager usually makes one job wash another. The time, also, depends on how much the 'angel' can be separated from. I know of one that let go of \$50,000 before he was satisfied to call 'quits.'

"Fourth, there is the erratic bidder, who on some work is very low, and on others is very high. He causes the most trouble. His high bid is laughed at and put into the W. B. file; but his low bid, if it is considered at all, is sometimes used to sandbag the man who had put in a legitimate estimate for the work to be done. He is the contractor who always tells you that the successful bidder is going to lose money on the job because he imagines the work was awarded at a figure lower than his."

How a Central-Station Boosts Contractor's Repair Business

A vacuum cleaner in the home of a member of the staff of ELECTRICAL MERCHANDISING became grounded, and during his absence from the city, made a short-circuit in contact with a radiator and blew the main sealed house fuses. The Yonkers Electric Light & Power Company sent a man to restore the fuses, after a local contractor had made temporary repairs with an open link fuse. Three days later the Electric Light Com-

pany sent the following friendly letter expressing interest in the trouble encountered and suggesting that a contractor be called upon to make re-

THE YONKERS ELECTRIC LIGHT AND
POWER Co.
9 MANOR HOUSE SQUARE
YONKERS, N. Y.

DEAR SIR:

Our representative reports that he found a short circuit in a vacuum cleaner, thus preventing the use of the light.

May we suggest that you bring the defect to the attention of the electrician or electrical contractor whom you employ for such repairs.

At a slight expense the inconvenience which this condition causes may be remedied. If you will notify us when the repairs have been made, we shall appreciate it.

Yours very truly,
ARTHUR WILLIAMS,
General Commercial Manager.

pairs to the offending sweeper. Here's real trade co-operation. Electric light companies please copy!

Association to Promote Inventions of Contractor Members

BY J. E. WILSON
Secretary Massachusetts Association
Electrical Contractors and Dealers

There has been many a good thing thing forced into the discard. By that is meant that many electrical contractors of an inventive mind have conceived the idea of devices that have helped the contractor in his work, but have not been put into general use owing to the inability of the inventor to properly bring it before those who naturally would be interested in it.

It has been proposed that the Massachusetts Association of Electrical Contractor-Dealers extend to contractors of an inventive mind the privilege to exploit their invention, not only for their benefit but for the benefit of all our members. We have therefore invited each one of our members in a personal letter to notify this office of any improvement or invention that they may wish to

illustrate before any one of our district meetings. Space and current will be supplied for a practical illustration, and we invite any contractor or his foreman to attend the meeting and illustrate and lecture on any new idea which he may have.

Serving the Mutual Customer

BY C. L. FUNNELL

"You know we have the nicest grocer!" exclaimed Mrs. Suburbs the other evening to her returning spouse. "He sent me a notice that he would bring up anything I want from that nice French bakery next to his store. The bakery has no delivery service and now I can get our pastry sent up with the groceries."

There's a grocer with eyes that see. He noticed that a number of his patrons also bought from the bakery, so he arranged with the bakery to receive and deliver orders for them. And both bakery and grocery are feeling a noticeable business increase as a result.

There's a neat little reversible sequel in that story for the electric shop. If you, Mr. Shop Manager, have a delivery system in healthy working order, look to your merchandising neighbors for a chance to serve your mutual customers to better effect.

If you have no delivery system, perhaps the grocer on your block would gladly accept and deliver orders for lamps, flashlights, batteries and electric irons if you gave him the chance.

Try This Idea for "Thawing the Ice" at Your Next Electrical Banquet

The Committee is anxious that all present shall be made "to feel right at home. Speak to your neighbors at the table whether you know them or not. Introduce them to somebody else. Get acquainted. This is your Banquet. Make it go!

Fill in blanks below and pass to head of table.

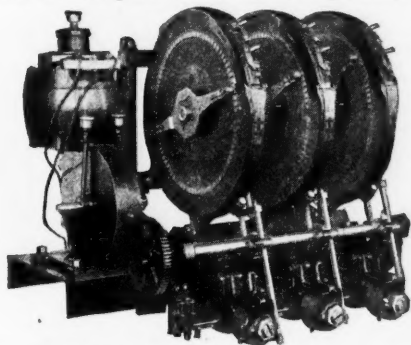
Name Kenneth McIntyre
Firm Bentley Mc Intyre Ltd
Street Address 72 Victoria Ave
City Toronto

A novel stunt to make the guests "feel right at home" was tried out at the banquet of Canadian electrical conductors, manufacturers, jobbers and dealers, held in Toronto on January 16. A card like this was at each place, urging the guests to "speak to your neighbors at the table whether you know them or not. Introduce them to somebody else. Get acquainted. This is your banquet. Make it go!" These cards were to be signed by the guests and passed to the head of the table, for reference by the speaker. The little scheme did much to "warm the atmosphere" from the start at the banquet.

Install Dimmers to Help Merchants Sell Apparel

Salesmen of wearing apparel know a garment presents its most pleasing effect to the eye when shown in some certain color atmosphere, the hue and intensity of which will depend more or less upon the color and character of the goods in the garment on exhibition.

A New York firm emphasizes the beauty and effectiveness of its ladies' apparel by means of colored lighting from concealed sources. The lighting circuits are controlled by a motor-driven bank of three Cutler-Hammer theatre dimmers, which in turn are controlled from three pairs of push buttons mounted in the wall of the display room where they can be conveniently operated by the salesmen. Each pair of buttons controls a group of lamps representing one of the three primary colors; one button brightening the lamps of that color and the other button dimming them. It is evident that by a proper blending of these three colors any color in the solar spectrum can be reproduced and at any desired intensity up to full "on" of the lamps; and this is accomplished solely by operating the push buttons. By the use of electro-magnets and switches mounted on the frame of the dimmer bank, the motor automatically starts or stops when one of the push buttons is depressed



As an aid in selling ladies' suits and gowns, a New York merchant uses this motor-driven dimmer bank, with good results.

or released, so there is no motor line switch for the salesman to operate. The lights are dimmed from full "on" to "out" in about twenty seconds.

This bank of dimmers is proving itself a valuable addition to the sales force, and at the same time does not increase the duties of the salesman who has complete control of color at his finger tips.

New Flexible System of Wiring and Lighting

A novel system of wiring conduction designed to eliminate many of the frailties of industrial lighting as at present experienced, permits the running of conduits in full lengths, pulling in the wires and later cutting the openings for fittings, lights, etc., wherever desired. Accurate measurements are unnecessary, and the fittings can be installed with the utmost ease anywhere along the run for new lights, changes or additions, and without turning off the electrical service.

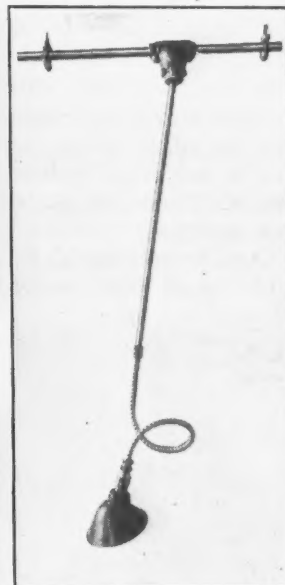
The Sampson Axxess System, Inc., 434 Union Street, Lynn, Mass., is placing on the market this new type of lighting installation exemplified in the flexible arm illustrated herewith, which provides for greatly increased convenience in the installation and use of fittings and fixtures.

The flexible arm permits applying localized illumination wherever desired, and will stay in place when bent—to say nothing of its tensile strength, which is more than sufficient to bear the weight of the largest workman. The field of adjustment is limited only by the length of arm employed.

The arm consists of a run of flexible metallic conduit equipped with a stiffener wire run along its outside, and a stretch of rigid conduit furnished with appropriate unit clamping fittings in which a ball socket attachment is prominent, giving the utmost freedom of movement around the conduit run as a base. In the standard unit arm, 30 in. of $\frac{3}{4}$ -in. conduit are supported from the overhead structure of the mill room by Axxess cleats and lag screws. The arm is hung from a ball and socket box clamped over a $\frac{3}{4}$ -in. x $3\frac{1}{2}$ -in. slot in the conduit, other sizes being available for other diameters of pipe. The joint is self-adjusting, simple and strong, and the arm, usually 7 ft. long, permits placing the lamp anywhere within a circle 8 ft. in diameter. The slot is cut in the pipe by the makers

when standard lengths of conduit are used, but special tools have been developed by the Axxess company which permits a slot to be cut in about 3 minutes in standard sizes of conduit in place with the utmost convenience and without interruption of electrical service. These tools are leased by the Axxess company and are maintained by it.

In assembling the arm, the conduit is swaged into a clamp at the



At left, one of the Axxess arms installed in connection with an existing wiring system. Note the ball-and-socket joint sectionalized box at right. This new system of wiring permits running conduits in full lengths, running wires, and later cutting the openings for fittings, lights, etc., wherever desired. Additional lights can be added without even turning off the electric service.

upper end of the flexible arm and into the ball joint, which is cut in halves and held in place by tension bolts when in service. No threading is required, as the couplings have cast grooves to fit the flexible tubing. All wires are incased and the arm and fittings are free from injury even by excessive vibration. Special clamps have been developed to enable the equipment to be mounted on the beams of reinforced-concrete structures, and the ruggedness of the construction renders it capable of withstanding heavy abuse. Other important additions to the system are to be manufactured in the near future.

The Leadership Virtues

I have never seen a man who could do real work except under the stimulus of encouragement and enthusiasm, and the approval of the people for whom he is working.

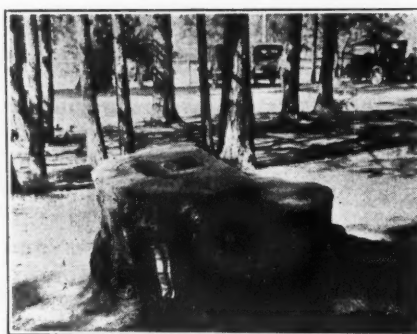
CHARLES M. SCHWAB.

Artistic Lighting in a National Park Camp

By N. A. BOWERS

No effort has been spared by the management to preserve the natural attractiveness of the grounds at Camp Curry in Yosemite Valley, California. It was desired to find some plan that would provide adequate lighting in the groves between the central portion of the camp and the tents or bungalows but which would be inconspicuous in daytime. Ingenious methods were used by Charles Matthews, chief electrician, to accomplish this lighting without the use of standards, overhead wiring or any other features that might detract from the natural beauty of the groves.

As a substitute for lighting standards small trees which would not

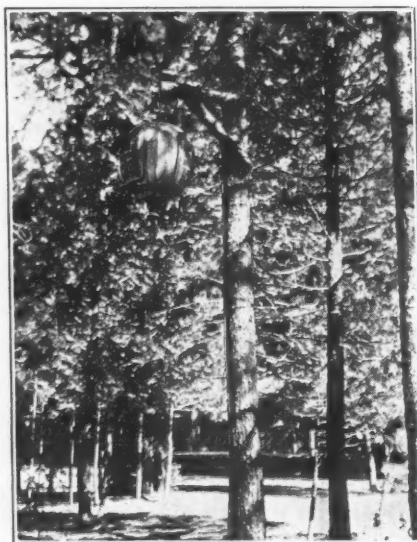


This stump is a rustic bench electrically lighted. The lamp is concealed beneath the glass set flush with the top of the stump.

of some sort so that guests are not likely to stumble over it in the dark. One effective way of accomplishing this has been to dig a hole in the top of the stump large enough to accommodate a tin can of about one-quart capacity from which the top has been cut and which serves as a

receptacle for a 40-watt lamp. The flexible lead tube is run underground and through the stump to a socket in the base of this can. The hole is covered with colored glass placed flush with the top of the stump and set in putty to exclude rain water. Several small holes are bored through the stump into the lamp chamber to drain out such seepage as might gain access through the wood.

In the bungalows and wherever rustic construction has been used, lighting sockets have been imbedded in the wood and the flexible lead tubing carrying the wires is concealed above, behind or within. For the evening camp fire meetings, where 200 or 300 guests often congregate, "moonlight" is provided by 100-watt lamps with projectors placed high up in cedar trees from which the lower branches have been removed.



An inexpensive yet artistic and appropriate method of lighting a grove was recently worked out in Camp Curry, Cal. The Japanese lantern contains a 100-watt lamp. Note the tubing carried up the tree.

cast large shadows have been used to good advantage. The leads are conveyed underground in flexible lead tubing such as could be bought for 1 cent a foot, and one of the accompanying illustrations shows how this tubing is led up the small tree trunk to a rustic arm supporting a Japanese lantern in which the lamp is hung. Using a 100-watt lamp, this affords a subdued light which is well suited to the purpose.

Where large stumps have been left near the main buildings to make rustic seats or for general landscape effect, it has been found desirable to place in or near the stump a light

Record of Lighting Fixture Patents

Issued from Dec. 16, 1919, to Jan. 13, 1920, Inclusive

COMPILED BY NORMAN MACBETH
Consulting Illuminating Engineer, New York City

Mechanical Patents

1,325,155. Lamp. Michael Kaczmaryk, Pottsville, Pa., assignor of one-third to Steve Stefanko, Glen Carbon, Pa. Filed Aug. 6, 1919. Issued Dec. 16, 1919.

1,325,875. Electric Lamp Socket Cap. Alexander W. Limont, Bridgeport, Conn. Filed March 3, 1919. Issued Dec. 23, 1919.

1,325,940. Street Lamp. Edwin F. Guth, St. Louis, Mo., assignor to Luminous Unit Co., St. Louis, Mo. Filed Nov. 27, 1916. Issued Dec. 23, 1919.

1,326,671. Lamp Supporting Device. Max Kossmann, Brooklyn, N. Y. Filed June 3, 1919. Issued Dec. 30, 1919.

1,327,017. Electric Pocket Lamp. Conrad Boltshauser, Zurich, Switzerland, assignor to Company, Phoebe, E. G., Zurich, Switzerland. Filed Oct. 23, 1917. Issued Jan. 6, 1920.

1,327,496. Electric Lamp Socket. Garnett Snider, Bruce Mines, Ontario, Canada. Filed Sept. 22, 1917. Issued Jan. 6, 1920.

1,327,598. Lighting Fixture Bowl Hook. Louis A. Hufschmidt, San Francisco, Cal. Filed May 19, 1919. Issued Jan. 6, 1920.

1,327,733. Adjustable Illuminating Fixture.

Warren W. Potts, Elkhart, Ind. Filed April 28, 1919. Issued Jan. 13, 1920.

14,781. (Reissue.) Electric Light Fixture. Richard M. Beard, New York. Filed Sept. 12, 1919. Issued Dec. 30, 1919. (Original No. 1,243,481, filed July 1, 1916).

Design Patents

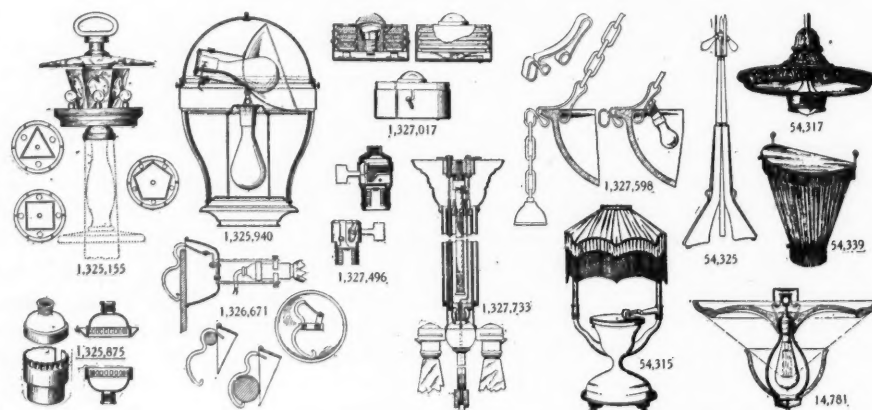
The following are ALL the design patents pertaining to lighting materials, issued by the U. S. Patent Office, Dec. 23, 1919:

54,315. Combined Lamp and Phonograph. Peter R. Gonsky, Chicago, Ill. Filed Sept. 17, 1918. Issued Dec. 23, 1919.

54,317. (Design Patents) Lighting Fixture. Isaac I. Hance, Cleveland, Ohio. Filed Sept. 9, 1919. Issued Dec. 23, 1919. Term of patent, seven years.

54,325. Lamp Stand. George I. Martin, Los Angeles, Cal. Filed May 22, 1919. Issued Dec. 23, 1919. Term of patent, three and one half years.

54,339. Ornamental Lamp Shade. Joseph Summa, New York, N. Y. Filed Aug. 5, 1919. Issued Dec. 23, 1919. Term of patent, seven years.



Copies of illustrations and specifications of patents may be obtained from the Commissioner of Patents, Washington, D. C., for 10 cents each.

Show Window, Counter, Mail Advertising and Specialty

DEALER HELPS

*What the Manufacturer Offers to
Help You Get More Trade*



Dealers! Do You Realize That You Are Serving the Greatest Business in the World?

"Do dealers realize that housekeeping is the greatest business in the world?" asks C. S. Beardsley, general manager of the United Electric Co. of Canton, Ohio. "In the United States alone there are twenty million women in the business of housekeeping. There are more people employed in this business than in any other line of human endeavor. The only other class of workers which you can compare with this is the agricultural class of workers.

"And yet, never in the history of this country has the shortage of help in the business of housekeeping been so great as it is at the present time. This is the big reason why there is such a demand for labor-saving devices in the household."

Mr. Beardsley is setting forth his viewpoint on the electrical household utility field in a series of sales letters to dealers, distributors and salesmen.

Showing the Farmer How It's Done on Electrically Managed Farms

Farmers, no less than their benighted city brothers, are prone to be guided by "what the other fellow does." It was with an appreciation of this fact, doubtless, that those who planned the new Westinghouse booklet, "The New Farm Help," scattered through its pages photographs of actual and everyday farms where electricity is being used. There is a picture of the electrically lighted feed room of the W. W. Marsh farm, Waterloo, Iowa; another of the cows on the Briarcliff dairy farm, Atlanta, Ga., where all milking is done by electric power; and another of the dairy barn of Asa Candler, the "Coca Cola king," with its electric fans and automatic drinking fountains. They are all pictures of av-

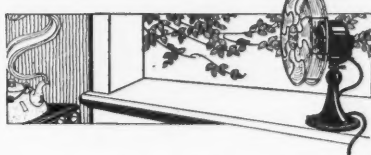
erage farms, moreover, and suggest to the farmer that he may do the same with the king of labor savers, electricity.

The book opens with an account of "how one farmer made ends meet," by substituting electricity for his farm help, and proceeds to show how every farmer can use this service. "The Electric Motor and Its Uses" is next taken up and discussed in practical, non-technical terms. Its applications to pumping and irrigation, in and about the barn, in the shop, in the garage, on dairy, poultry and other farms, are explained. Nor is the farmer's wife forgotten, six pages descriptive of household uses of electricity being included.

Special mention must be made of

Newspaper Fan Advertising Ready for Next Summer

Be Fair to Your Wife!



- Is your office cool and comfortable?
- Why? Electric fans, of course!
- How is your home on hot days?
- Women have their work. Make it as easy as you can! A fan in the kitchen—in the sewing room—anywhere about the house—means genuine relief from heat—tasks made pleasant instead of drudgery.

You need an Emerson Fan—
Don't Experiment!



They cost so little to run!

Your Newspaper Will Set:
Your Name and Address Here

Advertising which the electrical trade can use for publication in its local newspapers or other advertising mediums has been prepared for distribution by the Emerson Electric Manufacturing Co., St. Louis. The sample of the advertising reproduced herewith is typical. Mats of these advertisements, of which there are several, will be furnished to contractor-dealers and central stations who contract for Emerson fans during the year 1920, either directly with the Emerson company or with wholesalers handling Emerson fans. The company prefers to send the mats direct to the newspapers with which the local dealer or central station has made an advertising contract.

the first and last pages of the book. The first features "Some Things One Cent's Worth of Electricity Will Do"—shell eight bushels of corn, separate sixty gallons of milk, and so on. And the last page tabulates the right size of motor to use with each farm machine. This last page will be of special help as a reference table for the farmer.

Altogether, the book sets forth more than seventy uses of electric power as an efficiency builder and labor saver on the farm.

"Turnover" in Vacuum Cleaners Is Rapid

Efficiency sharps have it figured out that goods must "turn" a certain number of times each year to be profitable. A recent table made for department stores shows, for instance, this figure to be three times in the case of house furnishings, twice in carpets, four times in leather goods, five times in ready-to-wear, and so on.

Replies received from stores handling vacuum cleaners show a remarkably high rate of turnover. The average turnover is about eight times, but the figures run much higher in some instances.

In Decatur, Ill., a city of 38,000, Gill & Peplow, dealers, have turned over their stock of Hoover electric suction sweepers on an average seventeen times per year. Two men handle all sales and demonstrations in connection with this department.

The Central Illinois Light Company of Peoria estimates the turn in its stock investment to be about twelve times a year in that city of 100,000 population. In 1917 this company sold 165 machines. Last year over 500 were sold, with a record business under way in the early months of the present year.

Another Hoover dealer whose stock has turned twelve times in the past year is the Des Moines Electric Company of Des Moines, Iowa. Seventy-five per cent of its machines were sold for cash.

The Nebraska Power Company of Omaha, and the Household Electric Appliance Company of Columbus, Ohio, both report a turnover of eight times on their vacuum cleaner investment. In each case, the time of a few salesmen and the use of a demonstrator have been sufficient to attain this high record of sales.

What You Will Need for Demonstrating the Vacuum Cleaner in Store, Home and Display Window

"For a store demonstration of the vacuum cleaner," says the new "Sales Manual of the Western Electric Vacuum Sweeper with Motor-Driven Brush," "you should have the following materials:

- One table 3 ft. x 5 ft. or smaller.
- One piece of carpet 3 ft. x 5 ft., or a rug of the same size (imported or domestic).
- One tin shaker full of flour.
- One small roll of cotton.
- One standard Western Electric vacuum sweeper, but equipped with a short demonstrating handle.

"A demonstration in the home is superior to a demonstration in the store. The vacuum sweeper should be sent ahead of your visit or taken with you. In your handbag you should take with you:

- One tin shaker full of fine sand.
- One tin shaker full of flour.
- One small roll of cotton.

"For a demonstration in the show window you should have:

- One strip of carpet about 6 ft. long and 2 ft. wide.
- One chair placed at one end for the demonstrator to sit on at odd times.
- One tin shaker full of fine sand.
- One tin shaker full of flour.
- One small roll of cotton.
- One vacuum cleaner complete.
- Nine cards about 18 in. x 18 in., printed in black on white, equipped with easel backs so that they will stand upright.

These and many other valuable suggestions are contained in the Western Electric sales manual, now ready for distribution to its dealers. Special mention is made of the short demonstrating handle for use in operating the vacuum sweeper on a table.

Color Pictures Add Real Charm to New Booklet on Electric Laundering

Gayly colored pictures that really illustrate the story as well as brighten the pages, are easily the feature of an artistic booklet entitled "An Eden in the Home," prepared by the Brokaw-Eden Co., New York City, for dealers to distribute to women prospects. The book, in fact, is almost a magazine in form, and the full-page color illustrations were evidently painted by an artist who knew, also, the art of feminine appeal. In one picture he shows the

young housewife proudly exhibiting to a friend her linen closet, whose ample supply is made possible by her Eden washing machine. In another, he shows her with her romping children, no longer worrying about their grime-gathering propensities — for will not her Eden take care of that, too? Other pictures make it easy to read the smooth-running story which accompanies them, and in which are embodied all the selling arguments for the electrical way of laundering. "A Little Talk on Technicalities" closes the book—but even this is not too technical, and, besides, has pictures also.

A Loose-Leaf House Organ That Can Be Handed Out "Piecemeal"

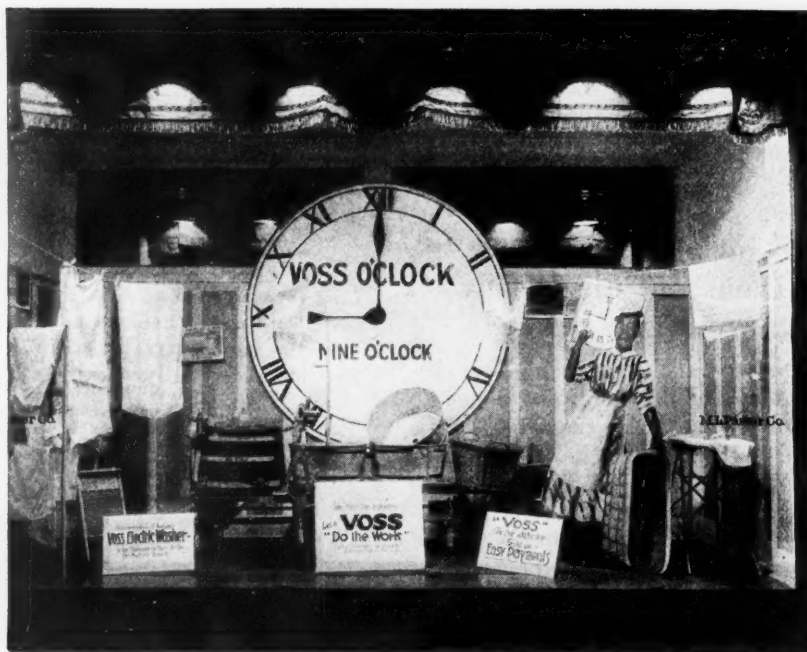
A convenient house organ printed on the loose-leaf plan is being distributed by the National X-Ray Reflector Company of Chicago, and is finding great favor among contractors and dealers. "Hand 'em out"

is the word the company is sending the recipients of the house organ—that is, hand out to individual customers or interested persons the separate pages in which they would be interested. Each of these pages, though of comfortable notebook size, is a complete circular in itself, dealing with one subject and attractively illustrated.

Wire and Cable Stock List in Calendar Form

For the convenience of dealers and for use as reference, the wire division of the United States Rubber Company of Bristol, R. I., manufacturers of rubber covered wire, weatherproof and lamp cords, is issuing monthly a stock list in the form of a calendar which may be hung on the wall or desk. In addition to the calendar days of the current month and the stock listings, the calendar carries each month a picture illustrating the progress of the raw material as it passes through a wire factory.

Davenport Dealer Wins First Place in Window-display Contest



Given the same subject and materials to work with, in a recent contest conducted by the Voss Bros. Manufacturing Company of Davenport, Iowa, eleven dealers showed in what strikingly different ways a window display may be worked out. The editors of *Hardware Age*, *House-Furnishing Review* and *ELECTRICAL MERCHANDISING* were selected as judges in the contest—and, curiously enough, their decision in favor of this display of the M. L. Parker Company, Davenport, Iowa, reproduced here, was unanimous. This display was particularly effective because, while the campaign was on, there was a real negro laundress in the window (instead of the dummy shown in the picture) who systematically pointed out the advantages of the washer. Moreover, an electric fan kept the clothes fluttering on the line as though a wind were blowing them. The other contestants, in the order of their awards, were: Peoples' Power Company, Moline, Ill.; DuBois-Haevens Company, Green Bay, Wis.; Orchard-Wilhelm Company, Omaha; Robbins Electric Company, Moline; Olaf Hanson, Sioux Falls, S. D.; Joseph Schebler, Davenport, Iowa; Salina Light, Heat & Power Company, Salina, Kan.; John Widmann & Sons, Johnstown, Pa.; Home Electric Appliance Company, Rock Island, Ill.; Gimbel Brothers, Milwaukee, Wis.

GOSSIP OF THE TRADE



*Glimpses of Electrical Men as
Caught by Lens and Pencil*

H. L. Barker Heads Washing Machine Makers' Association

At its meeting in Chicago on Jan. 20, the American Washing Machine Manufacturers' Association authorized its president to appoint a committee of five on standardization of fractional horsepower motors. A committee on merchandising of washing machines will also be appointed. At the same meeting, Miss Mary E. Keown, head of the Extension Service, United States Department of Agriculture, addressed the members. This department will co-operate with the Washing Machine Manufacturers' Association in the preparation of a booklet.

Officers of the committee were elected as follows: President, H. L. Barker, Binghamton, N. Y.; first vice-president, R. D. Hunt, Fairfield, Iowa; second vice-president, John Rooke, Pontiac, Ill.; third vice-president, Howard Power, Davenport, Iowa; treasurer, William H. Voss, Davenport, Iowa, and secretary, E. B. Seitz. Executive committee: J. D. A. Johnson, Muskegon, Mich.; F. H. Bergman, Newton, Iowa; Walter Conlon, Cicero, Ill.; P. V. D. Brokow, Alton, Ill.; Raymond Marsh, Syracuse, N. Y. Advisory Committee, Sam T. White, Davenport, Iowa; H. W. Eden, Chicago, and W. L. Rodgers, Pittsburgh, Pa.

Delco-Light Salesmen to Meet

The Delco-Light Company, Dayton, Ohio (formerly the Domestic Engineering Company), will hold its annual convention of salesmen at Dayton from March 15 to 21. More than 1,200 salesmen will attend, representing all parts of the United States and Canada. A distributors' session will be held on Tuesday of convention week. On Wednesday the division managers will meet, and beginning Thursday and continuing until Saturday the general dealers and salesmen will meet in Memorial Hall.

A committee headed by E. G. Biechler, sales manager, and I. G. Betz is working to make the convention the biggest in Delco-Light history.

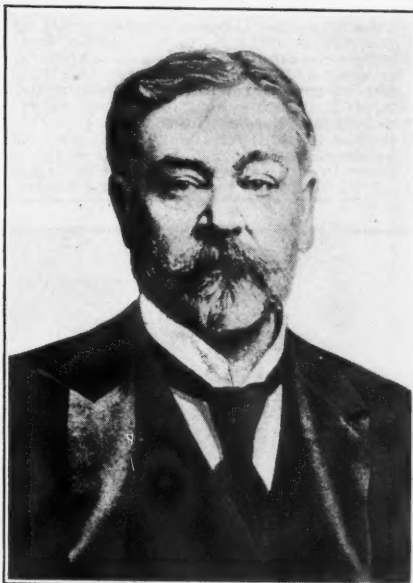
Wisconsin Contractor-Dealers.—The next State convention of the Wisconsin State Association of Electrical Contractors and Dealers will be held at the Republican House, Milwaukee, on March 24 and 25, 1920. John A. Piepkorn, 108 Sycamore St., Milwaukee, Wis., is secretary of the association.

Of Interest to Electrical Exporters

A pamphlet called "Definitions of Export Quotations and General Recommendations for a Standard American Export Practice" has been published by the National Foreign Trade Council and may be obtained on application to O. K. Davis, secretary of the Council, 1 Hanover Square, New York City. The pamphlet is a summary of the results and recommendations of a recent conference of the nine great foreign trade organizations of the United States. It is hoped that American producers will make these recommendations the standard American practice.

Fixture Manufacturer Distributes Prizes in Lamp Competition

From time to time, interior decorators have wondered why lamp and fixture manufacturers did not make use of the services of the nation's art students, to obtain simple and artistic designs. At last one manufacturer



With the birthday of Abraham Lincoln, February 12, just past—how many electrical men today realize that the great President's son, Robert T. Lincoln, has continuously, since 1887, been a director of The Commonwealth Edison Company of Chicago and its predecessors. Mr. Lincoln was in fact a member of the first board of directors of the Chicago Edison Company when organized in 1887. For sixteen years, from 1893 to 1914, he was also vice-president or first vice-president of the Chicago Edison Company or the Commonwealth Edison Company, retiring from the vice-presidency in 1914 at his own request.

has heeded their suggestion—Edward Miller & Co., Meriden, Conn., which offered \$650 in prizes for the best designs for electric lamps.

The contest closed last July, after arousing an unusual amount of interest among the various schools. Ethelwyn A. Wood of the Penn Museum of Philadelphia, Pa., won the first prize of \$250 for the design that could best be adapted to the manufacture of the lamp. The committee of judges which recently made the awards comprised C. E. Greenwood, representing The Edison Electric Co., Boston, Mass.; Joseph Israel, representing the Philadelphia Electric Co.; and S. J. Roby and A. F. Warren, both representing Edward Miller & Co., of Meriden, Conn.

New York Electrical League Elects Officers for 1920

At the monthly meeting of the New York Electrical League on January 14 at the Hotel McAlpin, the following officers were elected for the coming year:—President, James R. Pollock, N. Y. Telephone Company; first vice-president, Walter Neumuller, N. Y. Edison Company; second vice-president, F. H. Leggett, Western Electric Company; treasurer, L. L. Strauss, New York City; secretary, J. Wynne Jones, N. Y. Telephone Company. The directors are J. M. Wakeman, Joseph Forsyth, and Harry B. Logan. The principal speaker at the meeting was Thomas W. Whittle of the New York State Income Bureau.

Jobbers' Exhibit at Dayton "Home Building Show"

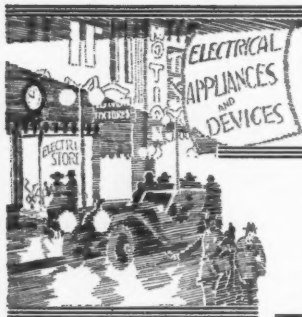
A "Home Building Show" was held in Memorial Hall, Dayton, Ohio, from Jan. 20 to 24, the main features of which were the exhibits of electrical supply houses of Ohio, and the Delco-Light Company.

Exhibits of all kinds of electrical lighting and heating appliances were on display, as well as a number of electrical novelties. The following Dayton firms were represented with exhibits:

Swartz Electric Company, James A. Atwood, Wm. Hall Electric Company, Holiday Electric Company and Gibbons Electric Shop.

Electrical Needs of South America

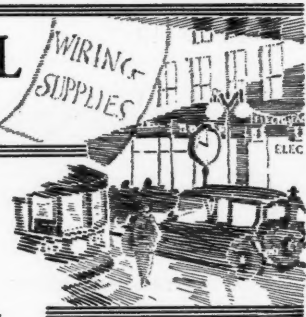
Opportunities for American electrical goods in Argentina, Uruguay and Brazil are described in a booklet now being distributed by the Bureau of Foreign and Domestic Commerce, Department of Commerce, Washington, D. C. Copies of the report may be obtained by mailing 20 cents to the Superintendent of Documents.



NEW MERCHANDISE TO SELL AND WHERE TO BUY IT

Appliances, Socket Devices and Wiring Supplies Which
Manufacturers and Jobbers Are Putting on the Market

INCLUDING MANY NEW APPLIANCES TO
LIGHTEN THE LABOR OF THE HOME



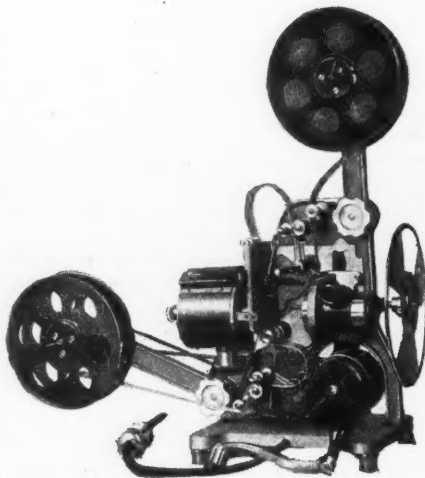
Compact, Portable Safety Motion-Picture Projector

From *Electrical Merchandising*, February, 1920

A motion-picture projector for homes and schools using a special, narrow-width, slow-burning film is now being manufactured by the Pathéscope Company of America, Inc., Aeolian Hall, New York City, and is known as the Premier Pathéscope. One of its most important advantages is that the machine can be operated without an inclosing fireproof booth or a licensed operator since both the projector and the films it uses are labeled with the approval of the Underwriters' Laboratories, Inc.

A Westinghouse universal motor operates the machine and rewinds the film. Motors are supplied for operation on current of 110 to 120 volts and also for 32 volts and 220 volts.

With its film-reel arms folded and the energy circuits attached, the outside dimensions of the projector are 13 in. long, 8 in. wide and 13 in. high. The weight of the machine, including the motor, is 23 lb. For convenience in transportation a "suitcase" to hold the projector can be obtained and also a metal carrying case with a baseboard.



Electrical Color-Testing Instrument

From *Electrical Merchandising*, February, 1920

In the "Fade-ometer" an electrical color-testing instrument manufactured by the Atlas Electric Devices Co., 126 South Clinton St., Chicago, the fading effect of sunlight is standardized and reproduced for testing the permanency of colors in textiles, wall papers, coloring materials, etc. The new device consists of an arc using special electrodes and encased in two telescopic sheet-steel cylinders, the whole being mounted on a stand. The instrument may be used on either direct or alternating current.

Coiler for Electric Cord

From *Electrical Merchandising*, February, 1920

A piece of spring wire so fabricated that it will hold electric iron or telephone cord up and out of the way of the user is being marketed by D. C. Hughes & Co., Chicago, Ill., under the name of the "Elektro" electric cord coiler. By its use the cord is prevented from becoming twisted or interfering with the handy operation of the device.

Spark Plugs for Autos, Motorboats and Stationary Engines

From *Electrical Merchandising*, February, 1920

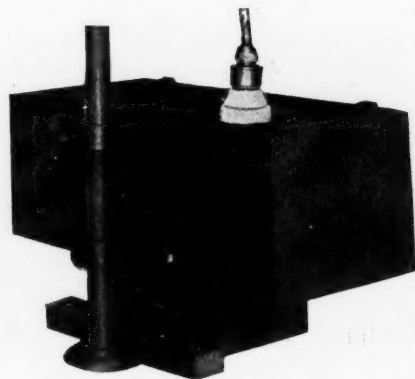
A line of spark plugs for use in automobiles, motor boats and stationary engines has been developed by the Detroit Spark Plug & Ring Manufacturing Co., 255 West Lafayette Blvd., Detroit, Mich., under the trade name of "Aero."

These plugs have an "umbrella" cup to prevent shortening in wet weather. The insulator is made in two pieces, of gray porcelain designed to have great heat resistance. In the plug is a gap spark intensifier for securing a hotter, surer spark. Between the two halves of the insulator is an asbestos cushion to compensate for their expansion under heat. High manganese, nickel non-burning electrodes are used in the new plugs. At the bottom of the plugs is an aluminum sleeve insert for preventing the accumulation of hard carbon which might cause misfiring.

Electric Oven for Opening Storage Batteries

From *Electrical Merchandising*, February, 1920

An electrically heated oven for quickly and evenly softening the sealing compound and rubber parts of storage batteries has been placed on the market by the Service Station Supply Co., 30 East Larned St., Detroit, Mich., for use in service stations and garages handling batteries. It is pointed out that by using the new oven, known as the "Hyrate," the external solid parts of a battery are thoroughly heated before the solution inside rises appreciably in temperature so that the jar and cover can be removed without the plates being injured by the heat. As the oven is electrically heated there is said to be no danger of igniting the gases in the cells. Another advantage of the oven is that no labor in the form of an attendant is required while the battery is being heated.



Suction Cleaner With Wide Nozzle

From *Electrical Merchandising*, February, 1920

An improved "Sloane" electric vacuum cleaner licensed under the Kenney patents is now being made by W. & J. Sloane, Fifth Ave., and Forty-seventh St., New York City.

It uses a General Electric universal type motor, air-cooled by a small fan. Five air vents allow the air to be circulated through the motor by this fan. It is claimed by makers that the cleaning suction generated by the motor is unusually powerful. The nozzle has been made 13½ in. wide to facilitate rapid cleaning and is equipped with a removable stationary brush. An adjusting screw regulates the height of the nozzle from the floor. The cleaner runs on three large rubber-tired wheels.

The dust bag is made of a special fabric designed to allow no dust to penetrate. The handle of the cleaner has a "pistol grip" at its upper end equipped with a switch for starting and stopping. It can be taken off the machine by removing only two screws. A spring regulator allows the handle to stand in an upright position when the cleaner is not in use and takes the weight off the handle while cleaning. The new cleaner is supplied with cable and has hooks on its handle to hold the cable out of the way when the machine is not in use.



The cleaner can be obtained with eight attachments. By removing the name plate above the nozzle, hose connections can be made direct to the turbine fan, thereby eliminating loss of pressure.

Spark-Plug Cleaner

From *Electrical Merchandising*, February, 1920

For cleaning spark plugs Henry Disston & Sons of Philadelphia have developed "Kleen Spark," a tool consisting of a file and a knife blade made in one piece, with two screw caps serving as holders. The blade is of steel and is used to scrape the inside of the spark plug while the file is beveled like a chisel for cleaning gummy, oiled surfaces.

According to the maker, it can also be employed as a gage to regulate the distance between the points in order to obtain the best results from the spark.

Motor-Driven Bench Drill Press

From *Electrical Merchandising*, February, 1920

A two-speed, direct-motor-driven, high-speed, ball-bearing sensitive bench drill press for drilling holes up to ½ in. has been developed by the High Speed Hammer Co. of Rochester, N. Y. It is equipped with a Robbins & Myers electric motor, mounted vertically, and can be furnished with special pulleys to drive the main spindle any speed up to 10,000 r.p.m. The drill press is operated by either hand or foot control.

Electric Phonograph with Suspended Motor

From *Electrical Merchandising*, February, 1920

In order to eliminate undesirable vibration a suspended electric motor is used in the "Kurtzmann-Unique" phonograph now being manufactured by Louis S. Kurtzmann of 630 Main St., Buffalo, N. Y. This motor is of the universal type and is designed to be noiseless. On the phonograph is an electric stop which stops automatically the motor when the end of the record has been reached. Mounted on the top of the phonograph there is also an electric lamp to aid in operating the machine when the light of the room is not sufficient.

A distinct feature of this phonograph is its plate glass top and sides and turntable. As an additional aid to proper reproduction the spruce wood horn is completely suspended in the machine.

Split-Phase Electric Motors

From *Electrical Merchandising*, February, 1920

Two new $\frac{1}{2}$ -hp. split-phase motors—type 73,430-HA, with a speed of 1,750 r.p.m., and type 73,630-HA, with a speed of 1,150 r.p.m.—have been announced by the Emerson Electric Manufacturing Co., 2032 Washington Ave., St. Louis, Mo., to replace types 7,340-JA and 8,162-AA respectively.

Either of the new types can be furnished for operation on 110 volts or 220 volts of 60 cycles. Both types have starting clutches, sliding bases and adjusting screws. Terminal plates have been omitted on the new motors and four leads are brought out through the field ring, these leads being interchanged to reverse the direction of rotation.

Battery-Charging Voltage Regulator

From *Electrical Merchandising*, February, 1920

Made for operation on direct-current lighting or power circuits, the DCG type battery-charging voltage regulator now being marketed by the U. S. E. M. Company of 301 West Thirty-seventh St., New

York City, automatically starts and stops the charging of the cells. The new device, which is known as a "potentiostat," has a trouble lamp to signal low voltage of the batteries and an ammeter and a voltmeter for indicating both charge and discharge.

For bell ringing and other purposes where a low voltage is desired the maker states that use can be made of this device.

Decorative Electric Fans

From *Electrical Merchandising*, February, 1920

Often it is desired to have electric fans which will harmonize better with decorative schemes than the ordinary plain type. To meet this need L. Plaut & Co., 432 East Twenty-third St., New York City, have brought out a "de luxe" line of fans consisting of 10, 12 and 14-in. oscillating fans of Westinghouse make incased in ornamental compo and finished in various manners.

A series of standard period designs has been produced and special designs to suit original decorative plans can be secured. Standard finishes are French Gold, French Gray, and old ivory, but any other colors, including polychrome, can be supplied. In addition to the compo-covered fans there is also a line with decorative reed coverings.

The new decorative fans are supplied for desk, table, and bracket mounting as well as for mounting on columns or standards of wood, ornamented with compo, or of reed, which have been designed to harmonize with the fans. These standards are wired and have a plug at the top to which the fan is connected. The fan can therefore be easily removed in winter and a lamp, plant, or other object put in its place.

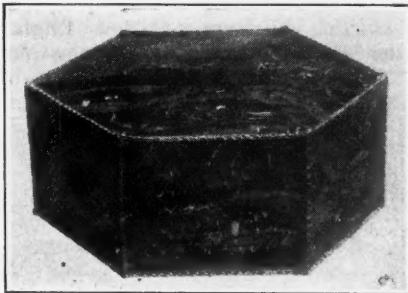


Oiled Silk and Cotton Lamp Shades

From *Electrical Merchandising*, February, 1920

Lamp shades made from heavy silk and cotton dipped in oil and stretched on wire frames are being marketed by Myrtle-Siegel, Inc. of Syracuse, N. Y. They are said to be more durable than parchment shades; they do not crack or wrinkle and can be cleaned with a damp cloth. The braids used on the shades are also treated to prevent tarnishing. In appearance the new shades are darker than those made of parchment but when lighted bring out their colors very strikingly. They are intended more for decorative purposes than for reading since the oiled silk and cotton does not reflect light. All styles and sizes of the new shades are stated to be available.

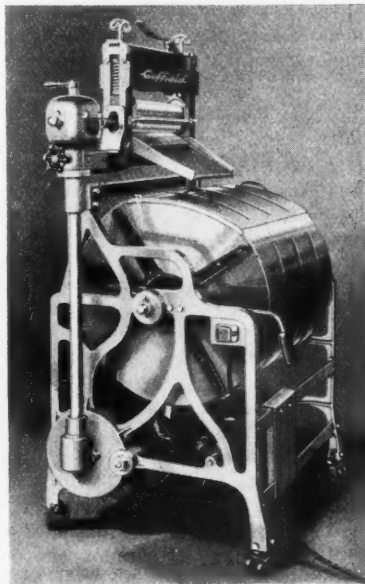
The hexagon-shaped shade illustrated has a Chinese design of black, green, orange and white. Gold braid runs around the edges.



Compact Oscillating, Copper-Tub Washer

From *Electrical Merchandising*, February, 1920

A number of features in its 1920 model electric clothes washer are pointed out by the Coffield Motor Washer Company of Dayton, Ohio. All the working parts of the new model are mounted on one end frame and held in rigid alignment, making for smooth and quiet operation, free from vibration. The motor, belt wheel and other moving parts are inside of the frame. The washer is compact and can be taken through a door 25 in. wide. The oscillating copper tub with its tinned interior has a large capacity and is easily cleaned. There are no cracks or crevices in it where soapy scum can accumulate. The non-splashing drain faucet is at the end of the clothes containing cylinder and swings within the confines of the frame. Lack of vibration in operating the washer makes possible the use of extra large casters by which the machine can be moved easily with a full load. A rigid and non-sag construction is obtained for the 12 in. swinging wringer by supporting it on a $\frac{1}{2}$ in. square angle bar which runs under both legs of the wringer. This wringer has no adjustable water board or removable clothes chute, instead an instantaneously operating water shutter, drain board and clothes chute is mounted rigidly in, and forming a part of, the wringer itself.



Inclosed Starter for Polyphase Motors

From *Electrical Merchandising*, February, 1920

An inclosed polyphase motor starter, arranged for conduit wiring and for mounting on a column, wall or any flat surface by means of four bolts, has been put on the market by the Cutler-Hammer Manufacturing Company of Milwaukee, Wis., and is known as Bulletin 9117. It has, besides a low voltage release, a duplex time limit overload relay which is a complete unit in itself. The design of this overload movement is such that it does not open the circuits of the low-voltage coil on a high initial inrush of current nor on a momentary overload, but it will not permit a harmful overload to be maintained.

To start, the operator raises the handle outside of the case as far as it will go. This connects the motor to the line and locks the panel, which prevents access to the live parts. To stop, the operator simply moves the lever back to the stopping position, which opens the circuit with a quick break and unlocks the panel.

The starter is made in capacities for use with standard squirrel cage motors from 3 to 15 hp. and with high torque motors of the "internal starter" type from $\frac{1}{4}$ to 25 hp. where the line voltage does not exceed 550 volts.

"Daylight" Attachment for Desk Lamps

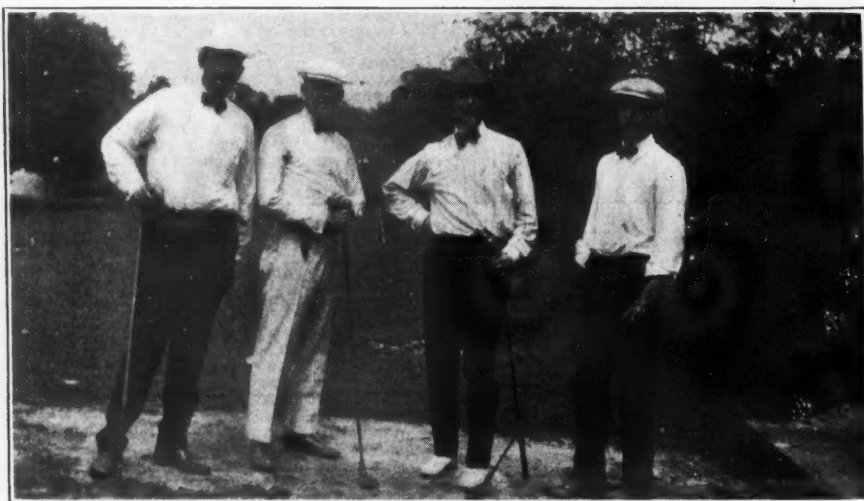
From *Electrical Merchandising*, February, 1920

H. G. McFaddin & Company, 36 Warren St., New York City, have placed on the market a "Daylight" glass screen for attachment to the shades of their "Emeraldite" desk lamps. The screen can be instantly removed from its holder to renew the lamp bulb.

Boudoir Lamp

From *Electrical Merchandising*, February, 1920

The Riviere Brass & Bronze Co., 241 West Twenty-third St., New York City, has placed upon the market a new portable boudoir lamp. Its base is made of brass, the stem being wrapped with silk. The shade is eight inches in diameter and clamps on to the lamp bulb. The color combinations available are rose silk with an ivory base, blue with an ox silver base and gold with an old gold base.



"Just before the battle, mother," as staged on the links at Hot Springs, Va., by Fred Baldwin, sales manager Pass & Seymour Co.; A. M. Little, president Mohawk Electrical Supply Company; W. H. Hall, Chicago manager, Pass & Seymour, and F. W. Clary, Crouse-Hinds Company.

C. H. Land was recently elected president of the Fixture Dealers' Club of Cleveland, Ohio. R. D. Paxon was chosen vice-president; C. S. Brookins, treasurer; and the executive board includes, besides the officers named, J. A. A. Hamilton, J. A. Fitch, and M. B. Domby.

The Dayton Fan & Motor Company, Dayton, Ohio, has moved its plant to new quarters at Monument Ave. and Meigs St., Dayton.



We don't set up to be very much of a diagnostician. But the pain seems to be in the left side, and our guess is that it was caused by the accidental swallowing of an emergency ration. "Bill" Shea lived through it, though, for he's now wearing cits and running William J. Shea & Company, one of Chicago's grossest, pro- and ag-, retail lighting fixture houses.

Frank S. Price Points Way Toward Co-operation with Dealers

Co-operation through specialization of functions and activities as a means of bettering relations within the industry, was urged by Frank S. Price, president Pettingell-Andrews Company, Boston, before a meeting of the Boston district of the Massachusetts Association of Electric Contractors on Jan. 15.

Mr. Price said that he expected to see the volume of electrical trade double in New England during the next five years, and in voicing his desire to see all branches of the industry prosper the speaker recommended more direct contact between contractor-dealers and jobbers, the frank discussion of points of policy among representatives of different branches, the extension of organization influence throughout New England and a co-operative definition of proper spheres of activity, or an ethical code to aid all interests fairly to make the most of their opportunities.

IMPROVED TRADE RELATIONSHIPS OF JOBBERS

The need of a spokesman for each local branch of the industry was touched upon by the speaker, who intimated that in the near future a New England electrical supply jobbers' club may be formed. A movement is also afoot to extend the Massachusetts electrical contractors' organization to cover New England activities outside of Connecticut. A committee was appointed at the Boston meeting to discuss improved trade relationships with representative jobbers.

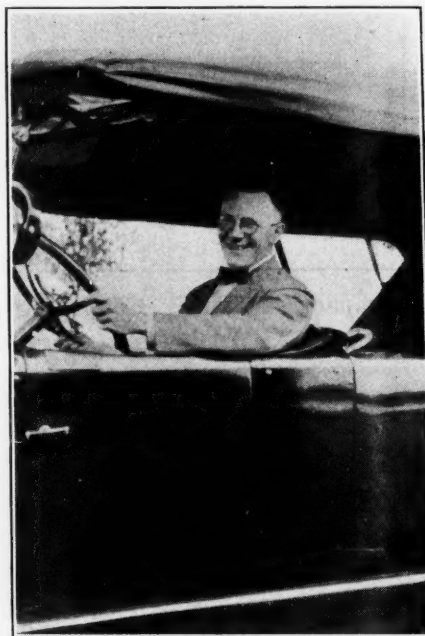
Mr. Price said that in his opinion the large industrial plants fall within the class of wholesale consumers and that the contractor-dealer cannot expect to serve these customers as well as can the supply jobber. On the other hand,

small factories, hotels, buildings and other customers of a retail class should naturally be served by the contractor-dealer. Eighty per cent of all the fixture materials sold by Pettingell-Andrews are billed through local central stations or through contractor-dealers.

SELLING APPLIANCES THROUGH DEALERS

Regarding appliances, Mr. Price said that the jobber desires to sell these only at wholesale and asserted that in the case of his own house the volume of retail appliance sales is an insignificant percentage of the wholesale business. The speaker believed that if the central station retails along ethical lines and does business in accord with the contractor-dealer, it is a benefit to the industry for the central station to retail appliances. He did not favor jobbers engaging in contracting, or vice versa, and maintained that where the jobber is assured of proper support he will generally be favorably inclined toward giving up the retail business.

Other speakers were H. A. Holder, Boston, who urged the maintenance of retail prices at the retail counters of jobbers, and W. F. Abely, assistant manager Western Electric Company, Boston, who said that a code of ethics would be most helpful in improving inter-trade relationships. The annual value of the electrical supply and construction business of New England, the speaker estimated, is now from \$22,000,000 to \$25,000,000.



Perhaps no wider imaginative variation exists in the universe than in conceptions of Heaven. We know a man, for example, who believes the golden pavement business literally. Since his doctor discovered that his heart is more athletic than his biceps, he's been studying street cleaning. Another gentleman told us the other day that in the newest edition of the Scriptures the expression "golden harps" has been amended to read "brazen saxophones." Personally, we trail along with S. J. Ryan of the J. L. Hudson Company, Detroit, and figure that heaven is just aft of a man-sized steering wheel.

Cleveland's Electrical Show to Open on March 10

The date for Cleveland's 1920 electrical show—known as the "Mid-West Electrical Show"—has been fixed for March 10 to March 20. It will be held in the new Hale Building, at Ninth and Bolivar Sts., Cleveland. Thirty thousand square feet of space will be available to exhibitors. One floor will be devoted wholly to household appliances, and another floor to commercial, industrial and farm equipment.

A moving picture theater will present manufacturers' films of electrical interest, and an electric restaurant will be operated.

The show is to be given under the auspices of the Electrical League of Cleveland, of which Mathias Turner is president; P. B. Zimmerman, vice-president; Harry Hutchinson, treasurer; and S. C. Hansen, secretary. J. F. Wolf is chairman of the space committee.

Columbus, Ohio to Have Electrical Show

Plans for the Central Ohio electrical show, to be given in Memorial Hall, Columbus, early in April, are under way, with the co-operation of the Columbus Electrical Contractors' and Dealers' Association and the electrical engineering department of Ohio State University. A feature of the exhibition will be a display of household labor-saving devices. The association is represented by A. E. Loeb, chairman; W. S. McGarrity, secretary; T. M. Jones, treasurer; M. A. Pixley and W. A. Wolls;—the university by Prof. C. A. Wright, R. A. Frankenberg and J. H. Roebuck. The university will provide the stunts and educational features.

New York Contractor-Dealers Hold Annual Meeting

The New York State Association of Electrical Contractors and Dealers opened the year's activities with its annual meeting, held this year on January 15 at the Onondaga Hotel, Syracuse, N. Y. An interesting program had been prepared, opening with an address by W. H. Morton, general manager of the National Association of Electrical Contractors and Dealers, on the work and growth of that organization during the last year. Other speakers of the day were C. L. Corbin, National Metal Moulding Company, Pittsburgh, on "Market Conditions"; J. A. Corcoran, General Electric Company, on "Merchandising Methods for Electrical Retailers," illustrated with charts and diagrams; C. W. Payne, General Electric Company, on the Marsh patents; J. B. Shrantz, Westinghouse Electric & Manufacturing Company, on "Merchandising"; George Loring, former president R. I. Electric Co., St. Louis, on "Advertising."



In time of peace, prepare for war! It's winter now, but, bye and bye, when the sun comes out, melts the snow off the asphalt and the asphalt off the highway, and the ladies hand in a requisition for furs, Van M. Marker of the Revere Electric Company, Chicago, will be in a position to deliver the goods. Mr. Marker is president of Chicago's newest electrical jobbing house, and was for 10 years in charge of the Adams-Bagnall Electric Company's offices in Chicago.

Casey-Sheldon-Foster, Inc., is the name of a new corporation recently organized by Edward W. Casey and Stephen H. Foster of Boston, and Walter S. Sheldon of New York City. The company will handle a general merchandising business as direct representatives of manufacturers specializing in electrical appliances for the home. Mr. Sheldon is president, Mr. Casey vice-president and treasurer, and Mr. Foster secretary of the company. Offices are at 30 Church St., New York City, and 165 High St., Port Hill Square, Boston.

H. M. Sliter has been appointed sales manager of the Mohawk Electrical Supply Company, Syracuse, N. Y.

W. J. Shannon, electrical sales and maintenance engineer and industrial control specialist, formerly of 944 Marcy Ave., Brooklyn, N. Y., is now at 1349 Fulton St., Brooklyn.

The Odin Co., 325 West Ohio St., Chicago, which has been manufacturing motor-driven electric washing machines for some time past is now under the direction of H. H. Lyche, president; W. H. Kenealy, vice-president; J. J. Kenealy, secretary-treasurer.

J. Willoughby, manager of the consumers' department of the electricity department of the Christchurch City Council of Christchurch, N. Z., asks American manufacturers to send catalogs of electric table lamps, reading lamps and portable lamps, fixtures and shades, and other electrical accessories.

The Diamond Electric Specialties Corporation of New York City has purchased a building at 101 South Orange Ave., Newark, N. J., to house its growing business in flashlights, batteries and Christmas tree lighting outfits. The company was formerly the Import Sales Co., but its change in name and address was accompanied by no change in officers or personnel.

The Premier Incandescent Lamp Works, Union Hill, N. J., manufacturer of Premier nitrogen-filled, miniature and automobile lamps, announces that it has moved to 222 Washington Street, Hoboken, where it will occupy two lofts totaling 15,000 sq. ft. This firm, which made its first lamp on Nov. 1, 1918, expects soon to produce 15,000 miniature lamps a day. Within ninety days it expects to manufacture 3,000 standard nitrogen lamps a day. A. Emerson is general manager. M. S. Haynes of the sales force covers the metropolitan district; E. G. Briggs and S. Toole the Middle and Western states.



The deer they hooked and the trout they shot
Are hid behind the tree,
With other things, that, like as not,
You hadn't oughta see.

Anybody here you folks don't know? Sure, it's E. S. Lockhart on the left—Beaumont (Tex.) Electric Co. Next to him is H. E. Hobson and successively tangent are R. R. Roberts, Bill Jones and F. M. Kroschel, all of the Southwest Gen'l Electric Company.

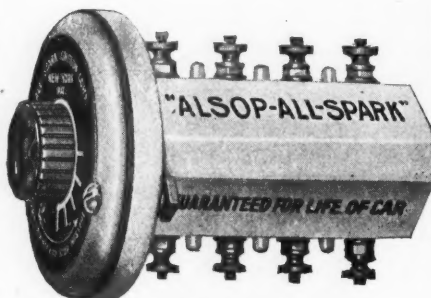
Spark Intensifier for Automobiles

From *Electrical Merchandising*, February, 1920

A device known as the "Alsop-All-Spark" has been placed on the market by the All-Spark Ignition Co., 13 Water St., New York City, to eliminate spark-plug trouble on four-cylinder automobiles in times of emergency.

The new device is placed in the circuit between the distributor and the spark plugs, and, when operated, acts as a spark intensifier—that is, it increases the voltage of the secondary current so that it will leap across any ordinary spark gap, the maker declares. The new device is designed to make the auto engine function properly regardless of how sooted, or broken the spark plugs may be. It insures clean plugs and retards the formation of carbon in the cylinders.

The new device is attached to the car's dashboard with the dial toward the driver and the device proper on the other side of the board, over the engine. The wires are taken from the spark plugs and attached to the bottom set of terminals and new wires are attached from the top terminals and run back to the plugs. By turning the knob on the dial the voltage is raised and the spark intensified.



Electric Gas Lighter

From *Electrical Merchandising*, February, 1920

The "Matchless" gas lighter is designed to light the gas by means of an electric arc. In scratching the lighter against the gas burner, an arc will be formed.

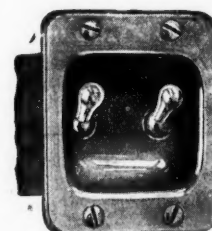
In installing the lighter, it is necessary that the electric-light circuit be a 110-volt grounded circuit.

In attaching the lighter to the circuit, it has been the custom to connect the lighter to the "live" side of the rosette in the kitchen. By trying the lighter, you will sometimes find that it will not operate. In that case change the attachment or cord to the other wire. In case there is a switch in the kitchen, it will be found necessary in some houses to change the wiring at the meter.

The Safety Gas Lighter Corporation of Roanoke, Va., is the maker of the device.

Two-Gang Toggle Switch

From *Electrical Merchandising*, February, 1920



A two-gang-type toggle switch which is especially adapted for use in closed automobiles but which has other uses has been brought out by Harvey Hubbell, Inc., of Bridgeport, Conn., and will be listed as No. 8022. The handles of the new switch are countersunk in curved recesses, adding to its appearance.



Automobile Lamp Lens

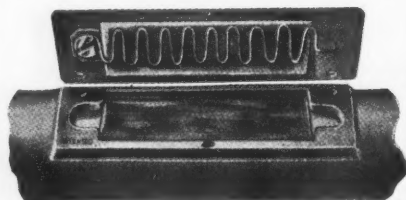
From *Electrical Merchandising*, February, 1920

The Suess Glass Co., Seattle, Wash., has recently brought out a rib lens which dims, diffuses, and deflects the light rays from the front lamps of an automobile. Road illumination 500 ft. ahead of the car and lateral illumination 20 ft. to each side of the auto, is said to be obtained through using the new lens. All light is deflected below the driver's vision, declares the maker, and is practically extinct 6 ft. above the ground. The ribs are for diffusing the matting for deflecting, and the concave circle in the center of the lens for projecting the light from the lamp bulb. The new lens is made in all sizes up to 10½ in.

Electric Intake Heater for Autos

From *Electrical Merchandising*, February, 1920

An electric intake heater that is clamped around the intake manifold of an automobile close to the carburetor has been placed on the market by the Electric Intake Heater Company, 115 East Cortland St., Jackson, Mich. To start the motor in cold weather the switch button located on the dash is pulled and the heater warms the air in the intake pipe.

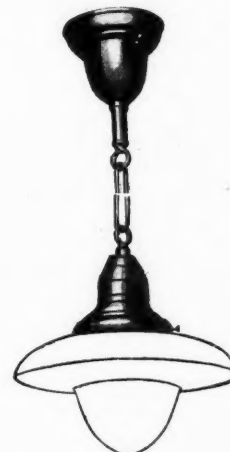


The new heater which operates on the storage battery has a resistance coil confined in a metal shell that is highly susceptible to heat. As the shell is flexible and but 2½ in. long it can be adjusted and bound around the various sizes and shaped intakes used on different makes of cars.

Brass Fixtures for Use With Glass Lighting Units

From *Electrical Merchandising*, February, 1920

A series of commercial fixtures for use with the Ivanhoe Ace, Phoenix and other recently designed glass units employed in connection with high-power lamps, is announced by the F. W. Wakefield Brass Company of Vermilion, Ohio. These fixtures are made wholly of brass, and include porcelain receptacles of special design built into the holders. They are designed to be dust-proof. The fixtures are packed one unit to the carton.



Engineless Farm-Lighting Plants

From *Electrical Merchandising*, February, 1920

Storage batteries, a generator and switchboard compose the farm-lighting plant manufactured by the Superior Engineering Company, Jenkins Arcade, Pittsburgh, Pa. No driving unit is furnished because the company wishes to avoid duplication on farms which are already equipped with some means of generating mechanical power.

The generator of this set is designed for rough service and has a commutator with small segments to insure a smooth, flickerless light. A sliding base makes it possible to take up belt slack readily, and the bearings are said to require infrequent oiling. Standard pulleys are

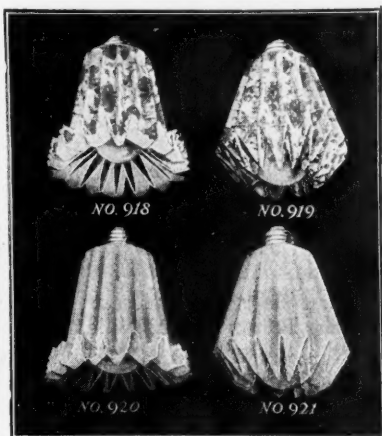
customarily furnished, but flywheel pulleys can be obtained which are said to assist in giving a steadier light when the current is used directly from the generator to any great extent.

Sixteen sealed glass-jar storage-battery cells with thick, lasting plates are used. They are mounted on a rack, and it is possible easily to see the condition of the plates, watch the level of the electrolyte and determine whether each cell is receiving a charge. The switchboards are furnished with a voltmeter and a double-reading ammeter which shows both charge and discharge. There is a rheostat for controlling the rate of charge, an automatic circuit breaker and the necessary switches and cartridge fuses. These sets are supplied in sizes from the twenty-five, forty and fifty-light plants with 32-volt batteries up to 10-kw. and 24-kw., 110-volt plants.

Translucent Glass Lighting Unit

From *Electrical Merchandising*, February, 1920

An inclosed translucent glass lighting unit designed to give a soft "velvety" illumination with good distribution and low absorption has been developed by the King Manufacturing Co. of St. Joseph, Mo., and is called the "Ve-lu-so." No glare is said to be present when the new unit is used, since the filament of the lamp bulb cannot be seen. It has been the aim of the producer to eliminate dust-collecting parts in the unit and to do away with dark ceiling shades.



Pleated Linen Shades for Individual Lamp Bulbs

From *Electrical Merchandising*, February, 1920

Pleated linen shades which can be used on 10- to 40-watt standard base Mazda or tungsten lamps when in either an upright or drop position or at any angle have been placed on the market by J. A. Whaley & Co., 118 Fifth Ave., New York City, under the trade name of "Kno-Glair." They have been approved by the Underwriters' Laboratories.

These shades slip over the small end of the lamp bulb and require no shade holder. They are made in two styles—plain colors and "cretonne" effects—with different style edges. Some of the shades can be telescoped inside of others, producing a pleasing two-color effect.

Electric Melting Pot

From *Electrical Merchandising*, February, 1920

An electrically heated melting pot for melting battery compound and other compositions of a like nature in garages, repair shops and other businesses, which include the manufacturing and repair of electric batteries, has been recently developed by the General Electric Company of Schenectady, N. Y.

The new pot has a 4-qt. capacity, is portable and has a bail to facilitate handling. Around the top of the pot is a flange which extends over the inside to prevent boiling over. The inner edge of this flange also acts as a lip for scraping the compound from the ladle. The heat is generated by a three-heat cartridge type unit which is inserted in a slot at the bottom of the pot and is regulated by a three-point plug switch. A uniform, well-distributed heat is said to be assured, and there is no danger of fire from overheating or of cooling from insufficient heat during the temporary absence of the operator.

Silver-Plated Electric Hollowware

From *Electrical Merchandising*, February, 1920

A percolating coffee urn set and a tea set made of Rogers Brothers' "1847" silver plated ware are now being marketed by the Hotpoint Division of the Edison Electric Appliance Company, 5,660 West Taylor St., Chicago.

The coffee set comprises a coffee urn into which has been built the standard "Hotpoint" percolating apparatus and safety switch, a sugar bowl with a cover, a gold-lined cream pitcher and an 18-in. tray. The set is regularly furnished in a bright polished, mirror finish but can be obtained specially with a Butler finish and Adam period chased decorations.

In the tea set there is a hot water kettle equipped with the standard "Hotpoint" percolating apparatus and safety switch, a tea pot, a sugar bowl and cover, a gold lined creamer and a 20-inch tray. A plain mirror-polished finish is regularly supplied on the tea set, which however can be had in a hand-chased Adam period design with a Butler finish.

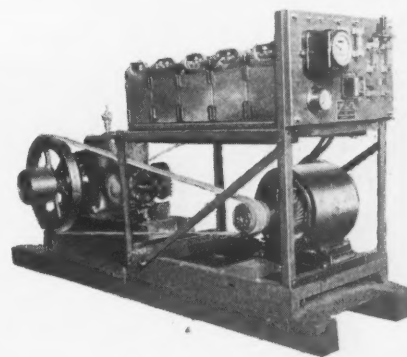
Self-Contained Lighting and Power Plant

From *Electrical Merchandising*, February, 1920

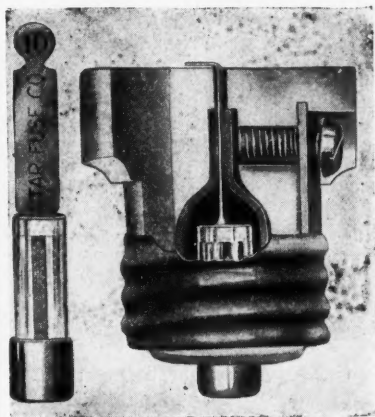
A self-contained 32-volt electric lighting and power plant requiring a floor space of but 22 in. by 76 in., and known as the "All Purpose" plant, has been brought out by the Automatic Electrical Devices Company, 120 Opera Place, Cincinnati, Ohio. While the plant can be run by any type of engine, it may be obtained from the maker with a 3-hp. "utility" engine which can be quickly taken out of the plant and used for other power purposes.

The new plant starts with a throw of a switch and can be arranged to shut down automatically when the batteries have been charged. A "chargometer" on the switchboard indicates the state of the battery charge. The generator is said to maintain automatically a steady voltage across the lights when the batteries are charging. The complete plant weighs 750 lb.

This plant, known as outfit 25B4, has a capacity of twenty-five 20-watt lamps for five hours when using the battery alone or fifty lamps when the engine is running. For places requiring greater ca-



pacities than that furnished by the farm size, larger sizes in both 32-volt and 110-volt styles can be obtained. Also what is termed the "automatic electric unit" can be furnished, consisting of batteries, generator and switchboard mounted on a steel and wooden frame but without an engine.



Readily Renewable Fuse Plug

From *Electrical Merchandising*, February, 1920

A plug fuse that can be renewed without being taken apart is being marketed by Star Fuse Company, Inc., 290 Church St., New York, N. Y.

As can be seen in the accompanying illustration, an inner cartridge enters the fuse from the bottom and is clamped between two flat pieces of brass at the top of the plug by a screw. The other end terminates in a brass contact cap. A piece of glass tubing protects the delicate part of the fuse element from kinking or bending and holds the melted material of the blown fuse.

The fuse element projects slightly outside the plug and the rating is stamped on this projection.

Portable Standard-Film Motion Picture Machine

From *Electrical Merchandising*, February, 1920

A portable motor-driven motion picture projector contained in a suitcase and using standard width film has been brought out by the Graphoscope Development Co., 50 East Forty-second St., New York City, and is known as the "Portmanto" model. One feature of the new machine is that it employs a lateral projection which removes the rays of light and heat from the head and allows both reels of film to be placed in one metal magazine below any possible source of fire and protected by a set of fire rollers. It is pointed out that with this magazine only one reel is exposed to air at one time, when threading or changing reels, and that only for a distance of 8 in. The film can be re-wound within the fire proof magazine which supports the mechanism, the motor and the luminant.

Motor-Driven Water Supply System

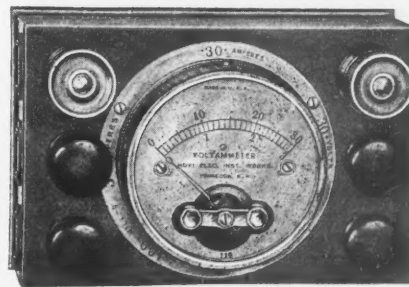
From *Electrical Merchandising*, February, 1920

A new motor-driven water system, known as a "Hi-Speed" outfit, has been announced by the Goulds Manufacturing Company of Seneca Falls, N. Y. It consists of a Fig. 1695, 1½-in. by 1½-in. plunger-type pump fitted with an air cock, connected by a round belt to a ¼-hp. electric motor, wound for 110-volt or 220-volt alternating current, 110-volt or 220-volt direct current, or for 32-volt direct current. The outfit is mounted on a galvanized welded steel tank with an approximate capacity of 30 gal. The capacity of the outfit, which is automatic in operation, is intended to be 180 gal. of water an hour at 43 lb. pressure on the tank.

Trouble Tester for Automobile Electrical Systems

From *Electrical Merchandising*, February, 1920

A miniature portable measuring instrument, known as the Hoyt rotary meter has been developed to determine the output of the generator of an automobile's electrical system, the rate at which the battery is discharging, the current consumption of each lamp, the entire lamp load, the condition of the wiring, the voltage of the storage battery, the voltage of each individual cell, and the current required for the starting motor. In addition, this instrument, which is made by the Hoyt Electrical Instrument Works of Penacook, N. H., and marketed by the Burton-Rogers Company, 899 Boylston St., Boston, is designed to detect leaks, grounds, short circuits, or open circuits in armatures, fields, or commutators of motors or generators.



The entire meter rotates to allow readings in five ranges—0.30 amperes, 0-3 amperes, 0-90 mil-volts, 0-3 volts and 0-30 volts. The dimensions of the instrument are 4½ in. x 3 in. x 2 in.

New Retail Electrical Stores

The Domestic Engineering Co. of Jefferson, Iowa, recently opened a store in that town. C. B. Anderson is the manager.

The Tri-State Electric Co. is a new concern in Sioux City, Iowa. R. E. Perrin is the owner.

The Electric Shop is a new store in Sheldon, Iowa, owned by G. W. Fish.

The Larson Electric Co. has opened a store in Spencer, Iowa. Charles A. Larson is the proprietor.

The Stein Electric Co. is a new electrical contracting firm at 389 Broadway, Brooklyn, N. Y. William Stein, the proprietor, who recently returned from France, was formerly in the electrical business in New York City.

The Electrical Equipment Co. is a new store at 657 Broadway, Brooklyn, N. Y., dealing in electrical supplies. H. Kramer is the proprietor.

The National Electrical Fixture Co. was recently opened at 424 Broadway,

labor-saving devices, kitchens and laundries in homes, factories and institutions, is opening a retail store in Providence to facilitate its work.

The Walsh-Richardson Electric Co. has opened a store in Athens, Ohio. Charles Walsh is president of the company.

The Nelsonville Electric Co. has a new store in Nelsonville, Ohio. Edward Mills is the owner.

The Electric Shop is a new store in the Starks Building, Louisville, Ky.

The Hamilton Utilities Co. has a new electrical shop in Hamilton, Ohio.

"Only a Dream of the Golden Past!" The Jobbers' Famous "Peace Party" at Cleveland, Dec. 10, 1918



The Tibado Electric Co., of which C. H. Tibado is the proprietor, has opened a store in Yankton, S. D.

Walsh's Electrical Shop, formerly of 3 East Forty-seventh St., New York City, has moved to 275 Madison Ave., New York City.

The Vacuum Cleaner Specialty Co. of 131 West Forty-second St., New York City, dealer in lamps, vacuum cleaners and washing machines, has opened a branch store on Thirty-fourth St., New York City, a few doors from the Pennsylvania station entrance.

Wright Bros. is the name of a progressive firm in Rantoul, Ill., which recently opened an electrical appliance department in connection with its auto sales, farm lighting, and garage business.

Brooklyn, N. Y., by L. Schneider, electrical contractor.

M. A. Lipschitz is an electrical contractor who recently opened offices at 121 Boerum St., Brooklyn, N. Y.

The Kluger Lighting Fixture Co. was recently opened at 371 Broadway, Brooklyn, N. Y., to deal in fixtures and supplies. Louis Kluger is the proprietor.

The Thomas Electric Co. of Des Moines, Iowa, has a new store at 813 Locust St. of that city. R. A. Thomas is the manager.

The Flandreau Electric Shop was recently opened in Flandreau, S. D., by E. L. Larson.

The Domestic Appliance Corporation of 184 Mathewson St., Providence, R. I., which is just starting in the business of designing and equipping with modern

John E. McCormick, formerly of 99 Washington St., Providence, R. I., has moved his business to larger quarters at 38 Aborn St., Providence, where he is selling electric fixtures and supplies, besides contracting.

Walter E. Held is a young contractor-dealer of Menasha, Wis., who is soon to move to larger headquarters to meet the increased demands of his business.

The Electric Shop, a new store in Quincy, Mass., was recently opened by A. W. Smith. A full line of household appliances and lighting fixtures is carried.

The Fullerton Avenue Electric Company, 746 East Fullerton Ave., Chicago, has become associated with and will succeed Fisher & Stueland, Hoopeston, Ill.

